



USAID | **JORDAN**
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ANNUAL REPORT FISCAL YEAR 2017 OCTOBER 2016 – SEPTEMBER 2017

USAID/Jordan Monitoring and Evaluation Support Project

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USAID/JORDAN MONITORING AND EVALUATION SUPPORT PROJECT

Contracted under AID-278-C-13-00009
USAID/Jordan Monitoring and Evaluation Support Project

DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

LIST OF ACRONYMS

ADS	Automated Directives System
AMELP	Activity Monitoring, Evaluation and Learning Plan
AMELP	Activity Monitoring and Evaluation Plan
AMERP	Activity Monitoring, Evaluation, and Research Plan
AOR	Agreement Officer's Representative
BEST	Building Economic Sustainability through Tourism
CBIWDM	Community-Based Initiative for Water Demand Management
CDCS	Country Development Cooperation Strategy
CEP	Community Engagement Program
CEPPS	Consortium for Elections and Political Process Strengthening
CIS	Civic Initiatives Support Program
CISLE	Cultivating Inclusive and Supportive Learning Environments
CITIES	Jordan Cities Implementing Transparent, Innovative, and Effective Solutions Activity
CLA	Collaboration, Learning and Adaptation
CoP	Community of Practice
COR	Contract Officer's Representative
CSS	Center of Strategic studies
DEC	USAID's Development Experience Clearinghouse
DO	Development Objective
DOC	Development Outreach Communications
DQA	Data Quality Assessment
DRG	Democracy, Rights, and Governance
EDE	Economic Development and Energy
EDY	Education and Youth
EGMA	Early-Grade Mathematics Assessment
EGRA	Early-Grade Reading Assessment
EMIS	Educational Management Information System
ESCB	Energy Sector Capacity Building
FAITAS	Federal Acquisition Institute Training Application System
FRP II	Fiscal Reform Project II
FRPFM	Jordan Fiscal Reform and Public Financial Management
GIS	Geographical Information System
GoJ	Government of Jordan
HFG	Jordan Health, Finance and Governance
HO	Home Office
HRH 2030	Human Resources for Health 2030 Activity
HSD	Health Services Delivery
IFES	International Foundation for Electoral Systems
IP	Implementing Partner
IRI	International Republican Institute
JCAP	Jordan Communication, Advocacy and Policy Activity
JCP	Jordan Competitiveness Program
JCD	Jordan Customs Department
JLGF	Jordan Loan Guarantee Facility
JSEP	Jordan School Expansion Project
KaMP	Knowledge Management Portal
KPI	Key Performance Indicator

LEIIP	Learning Environment: Improved Infrastructure Program
LENS	Local Enterprise Support Activity
LETS	Learning Environment Technical Support
M&E	Monitoring and Evaluation
MESC	Management Engineering Services Contract Activity
MESC	Non-Revenue Water Project (for NRW)
MESP	Monitoring and Evaluation Support Project
MIS	Management Information Systems
MoE	Ministry of Education
MoL	Ministry of Labor
MoPIC	Ministry of Planning and International Cooperation
M-PMP	Mission Performance Management Plan
MSI	Management Systems International
NFE	Non-Formal Education
NRW	Non-Revenue Water
OCI	Organization Conflict of Interest
P-MEP	Project M&E Plan
PAP	Public Action for Water, Energy, and Environment Project
PDT	Performance Data Table
PIRS	Performance Indicator Reference Sheets
PITT	Performance Indicators Tracking Table
PMP	Performance Management Plan
PRO	Program Office
PPR	Performance Plan and Report
QR/AR	Quarterly Report/Annual Report
R	Result
RAMP	Early Grade Reading and Math Project
RCT	Randomized Controlled Trial
RF	Results Framework
ROLPAS	Rule of Law and Public Accountability Strengthening
SOW	Statement of Work
SMEs	Small and Medium Enterprises
TNA	Training Needs Assessment
ToC	Theory of Change
ToT	Training of Trainers
TVET	Technical and Vocational Education and Training
UCYI	UNICEF Child, Adolescents and Youth Initiatives in Jordan
WFD	Jordan Workforce Development and Enterprise Support Project
WMI	Water Management Initiative
WRE	Water Resources and Environment
WREC	Water Reuse and Environmental Conservation
YWP	Youth with Potential

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INTRODUCTION

Management Systems International (MSI) began the United States Agency for International Development (USAID) Jordan Monitoring and Evaluation Support Project (MESP) on Dec. 1, 2013, under contract AID-278-C-13-00009. The principal purpose of the work is to provide technical and advisory services to the USAID/Jordan Program Office (PRO), USAID/Jordan Development Objective (DO) teams, and implementing partners (IPs) in the areas of project monitoring, evaluation, research, organizational learning, and knowledge management to enable USAID/Jordan to fulfill its performance and evaluation requirements.

As MESP entered its fourth year, it focused on delivering higher-level, more intensive support designed to enhance the availability, accessibility, and utilization of quality M&E data by Mission and IP managers. A key theme embraced this year was Collaborating, Learning, and Adapting (CLA). In Year 4, MESP reviewed its work and practices through a CLA self-assessment and as a result, integrated CLA practices, concepts and approaches throughout its work plan to further strengthen data utilization and management of CDCS.

Demonstrating its commitment to effective learning and adaptive management, MESP updated its annual capacity building plan and technical assistance activities, conducting newly developed workshops that incorporated the lessons learned and feedback received during previous sessions and responded to emerging Mission and IP priorities. This year MESP launched a three-day workshop on Causal Logic/ Adaptive Management for Mission and M&E IPs staff, focusing on facilitating understanding of the Activities' detailed underlying causal logic as part of the logic model, key results, performance indicator, and learning questions development process. MESP also introduced a Data Visualization workshop which was internally piloted and the first session conducted in Q4. Additionally, responding to MESP's CLA self-assessment, MESP launched regular drop-in sessions that are designed for IP M&E staff in certain topics, and also aimed to strengthen relationships with IPs to further the reach and effectiveness of MESP support. Moreover, MESP received approval and began work on additional workshops to be offered in FY2018, including Most Significant Change (MSC), Theory of Change (ToC), and Data Management (including the use of dashboards).

Directly contributing to enhancing the quality of IP reported MEL data, MESP M&E Specialists provided technical assistance to the Mission and IPs, including feedback on 16 AMELPs developed and/or revised by IPs. The majority of MESP's efforts focused on facilitating Mission and IP understanding of the Activities' detailed underlying causal logic as part of the logic model, key results, performance indicators, and learning questions development process. In nearly all instances, AMELP reviews and feedback was clarified and honed in a team with MESP and PRO staff members, a collaborative approach to learning that provides the most opportunities for joint understanding and capacity building.

Collaboration and collective learning also continued to be a prominent focus of MESP's work in Year 4. Through experience in previous years, collaborative design and implementation processes have proven to be the most effective means of developing support that meets IP and Mission interests and needs. The value of MESP's proactive approach was demonstrated again this year in the successful implementation of the USAID/Jordan 2017 MEL Conference from May 8-9, 2017. The conference involved over 120 MEL practitioners from IPs across USAID's portfolio. With key support from the Mission, including Mission Director Dr. Jim Barnhart providing opening remarks, the conference brought together international and local subject matter experts including several high-level representatives of USAID/Washington Offices and global support activities. The 2017 conference benefitted from a number of adaptations to the original design informed by participant feedback. Most notably of these was the inclusion of a dedicated collaborative learning space, "MEL Expo," within the larger conference hall where 15 IPs prepared and hosted booths to showcasing their activities' results and MEL work.

Encouraged by the Mission and PRO, MESP began the implementation of the second round of the M&E Apprenticeship Program, which is intended to rapidly transform participants into effective entry-level Activity M&E officers, represents a key example of the importance of MESP and IP collaboration in identifying and addressing needs and challenges IPs face in recruiting qualified M&E staff, with the appropriate skills to quickly succeed in an M&E role. Furthermore, this year's Community of Practice (CoP) sessions served to further reflect participatory learning and responsive adaptation, as the session topics were selected by the IPs and were met with overwhelming interest and participation.

As part of its continued commitment to ensuring the availability of required M&E data for Mission decision-making, MESP completed, conducted, and/or initiated a total of seven evaluations and two assessments. Progress this year included the final approval of the SDO4 and JLGF evaluations, and the launch of designs for a number of evaluations and assessments including a performance evaluation of BEST, the CITIES impact evaluation, General Population Survey, and the Economic Growth Assessment. Data collection activities for the RAMP impact evaluation midline also successfully concluded. Additionally, to more effectively measure its progress against MESP's highest level goal, MESP team completed the Evaluation Utilization Assessment of the CIS Midterm Evaluation, and also began the utilization assessment of the JLGF evaluation by sharing the evaluation utilization matrix and questions with USAID and the JLGF team. Both assessments found a high rate of adoption and consideration of evaluation recommendations for current and future programming at the USAID and IP levels.

Further support to utilization of data at the Mission level was also accomplished through continued implementation of DevResults, the Mission's Management Information System (MIS), as well as Geographic Information Systems (GIS) support. As a result of DevResults, 60 percent of those interviewed at the Mission reported that IP indicator data is more available. MESP continued to support the Mission's expanded GIS capabilities, including generating maps required for different Mission technical offices. PRO and MESP conducted three GIS training workshops for IPs to highlight the importance of collecting up-to-date GIS data, and show IPs how to best report GIS coordinates and corresponding activity-level details to ensure standardized, comprehensive and timely availability of geospatial data.

Additionally, USAID/Jordan, with the support of MESP, achieved a key milestone this year in supporting increased data availability, accessibility and utilization. On March 15, 2017, USAID/Jordan officially launched KaMP, the Jordan Development Knowledge Management Portal, to further expand the reach of KaMP. Overall, KaMP met its objectives this year by increasing the number of USAID active Activities to 29 (75% of active activities) and non-USAID partners by 24 organizations. As of the end of September, there are now 147 registered users, 2,974 resources on KaMP, with visitors holding an average of 1,158 sessions per month, with 66% of sessions, on average, coming from new visitors.

KEY ACCOMPLISHMENTS

Training for the Mission and IPs

- Conducted five rounds of a three-day workshop focused on Causal Logic and Adaptive Management with 4 Mission staff and 38 IPs staff with a total of 1008 training hours.
- Piloted and conducted the Data Visualization Workshop with 12 IP staff with a total of 42 training hours.
- MESP and PRO staff participated in and were trained as facilitators on the CLA self-assessment process, and co-facilitated the process for the Youth Task Force.

- Hosted a complimentary post-conference workshop delivered by MECap *The road of better fit: Skills building series (Identifying Opportunities for Complementary M&E of USAID programming* with a total of 16 attendees/128 training hours.
- Conducted 15 workshops with a total of 176 participants and 1549 training hours.
- Developed and received approval from PRO on the concept notes for MSC, TOC training workshops.

Technical Assistance for USAID PMP

- Supported PRO in DQA visits.
- Generated reports from DevResults for PPR and Portfolio review.
- Uploaded the revised Activity MEL plan template on KaMP.

MEL Technical Assistance for IPs

- Held 2017 USAID/Jordan MEL Conference.
- Concluded Round One of the Apprenticeship Program, resulting in 12 out of 13 apprentices securing jobs. All 8 seconded apprentices were transferred to an M&E title/position, and three out of five non-seconded apprentices were hired at the IP that hosted them.
- Initiated Round Two of the Apprenticeship Program with 15 apprentices
- Conducted two CoP sessions attended by 82 IPs for Activities under EDY, EDE, WRE, DRG, GNDR and PFH.
- Reviewed, discussed, and/or provided feedback to the following IPs in support of developing and enhancing their MEL plans:
 - Youth with Potential (YWP)
 - Youth Power (YP)
 - Health, Finance and Governance (HFG)
 - Sustainability Cultural Heritage Engagement Project (SCHEP)
 - Workforce Development (WFD)
 - Jordan Competitiveness Program (JCP)
 - Jordan Loan Guarantee Facility (JLGF) Technical Assistance Activity
 - Rule of Law and Public Accountability Strengthening Program (ROLPAS)
 - Cities Implementing Transparent Innovative, and Effective Solutions (CITIES)
 - Human Resources for Health 2030 (HRH2030)
 - Health Service Delivery (HSD)
 - Jordan Communication Advocacy Project (JCAP)
- Assisted JCAP in their KAP survey.

Establishment of Mission MIS/GIS

- Launched the three DevResults major visualization overhauls: the new Indicator Targets vs Actuals graph

- Conducted three DevResults IP training sessions: two introductory sessions, and one advanced session
- Introduced IPs to the new dashboards in DevResults
- Reflected all Mission PMP revisions/changes on DevResults, including all Mission indicator targets
- Trained 9 activities on DevResults: NFE, ROLPAS, WMI, HSD, WSIP, SEED, FRPFM, and YWP
- Supported Mission in the portfolio review by generating Mission indicator reports from DevResults for the WRE portfolio
- Produced maps for the Mission's fall 2016 Portfolio Review, and to support PRO by producing maps with existing IPs' GIS data
- Conducted three GIS IP training sessions with 23 participants

Evaluations

- Finalized JLGF evaluation report which was approved by the Mission and uploaded on the DEC and KaMP
- Responded to Mission comments, and shared the second draft of the CEP evaluation
- Received Mission approval on SDO4 evaluation report
- Submitted the draft report of Takamol evaluation
- Finalized with PRO the BEST evaluation SOW for comments and feedback
- Submitted the RAMP IE draft baseline report to USAID
- Rolled-out and concluded EGRA/ EGMA mid-line data collection in eight governorates across Jordan. As part of the RAMP midline data collection, teacher observation data was collected for a descriptive and impact study.
- Conducted two drop-in sessions on "Preparing for Evaluations" attended by 37 IPs for Activities under EDY, EDE, WRE, DRG, GNDR and PFH
- Conducted utilization review of CIS with the AOR and CIS team, and submitted the CIS evaluation utilization assessment report.
- Received Mission and JLGF responses to the JLGF evaluation utilization matrix

Assessments, Studies and Surveys

- Job Creation Assessment approved and uploaded to DEC and KaMP
- Responded to Mission comments, and shared the second draft of the JCD assessment report
- Submitted an updated draft of the assessment SOW of the Economic Growth and Competitiveness Assessment

Communications

- Supported PRO in launching Jordan Development Knowledge Management Portal (KaMP) to different stakeholders
- Produced and disseminated a short video on KaMP
- Launched KaMP first competition, and shared with IPs the KaMP Competition brochure
- Announced the first round of KaMP competition winners during USAID/Jordan 2017 MEL Conference
- To date, 2974 useful resources uploaded to KaMP
- Produced the MIS/GIS one-pager, as an introductory document for new Activities
- Produced and uploaded to KaMP the two-pager for the CIS project mid-term evaluation in English and Arabic
- Translated and uploaded to the DEC the Arabic version of the Civil Society Assessment report
- Disseminated the third and fourth editions of MESP 'MEL Matters' newsletter to Mission and IP staff
- Finalized and disseminated the 2016 M&E Apprenticeship program video

Collaboration, Learning and Adaptation

- Submitted three case studies for the CLA competition, one of which, developed on behalf of PRO, was selected as a finalist in the global competition
- Developed a CLA action plan to strengthen CLA practices within the USAID/Jordan community and further strengthen data utilization and management of CDCS
- Submitted and received approval on the concept note for “EDE pause and reflect” session
- Collaborated with PRO and IP staff to address recruitment challenges within M&E in Jordan and as a result planned, developed and implemented the Apprenticeship Program
- Met with IP M&E staff in the planning and development of the USAID/ Jordan 2017 MEL Conference
- Introduced focused “Drop-in Sessions” on particular topics to strengthen M&E practices within IPs

DETAILED MESP RESULTS

MESP Goal: Enhanced utilization of quality data to effectively assess progress towards the achievement of the CDCS (by Mission staff)

GL-01	Percent of surveyed Mission technical management staff reporting agreement that their utilization of M&E data to effectively assess progress towards achievement of the CDCS has improved since the last survey*			
	Baseline (FY2015):	FY 2016 Actual:	FY 2017 Target:	FY 2017 Actual:
	88.2%	75%	80%	66.7%

*Indicator collected on an annual basis

MESP conducted the third round of the Annual Mission staff survey, the objective of which is to assess and document changes, potentially resulting from MESP interventions, in the utilization and availability of required performance data for management to achieve the Mission's DOs. While the reported results for this indicator did not reach the estimated target, the majority of respondents reported improvement in this area, 66.7%, since last year, which indicates that the Mission continues to make progress in this critical area of practice.

The primary method of data collection is an online survey using 18 questions to elicit the feedback of Mission staff who oversee Activities as part of their job. In order to maximize Mission ownership of and participation in the survey, PRO sent the online survey link via email to 30 Mission staff including PRO, AOR/CORs, and M&E focal points. Twelve Mission staff responded to the survey (40 percent response rate), and captured all six of the Mission's technical offices (Water Resources and Environment (WRE), Population and Family Health (PFH), Economic Development and Energy (EDE), Education and Youth (EDY), Democracy Rights and Governance (DRG), and Gender).

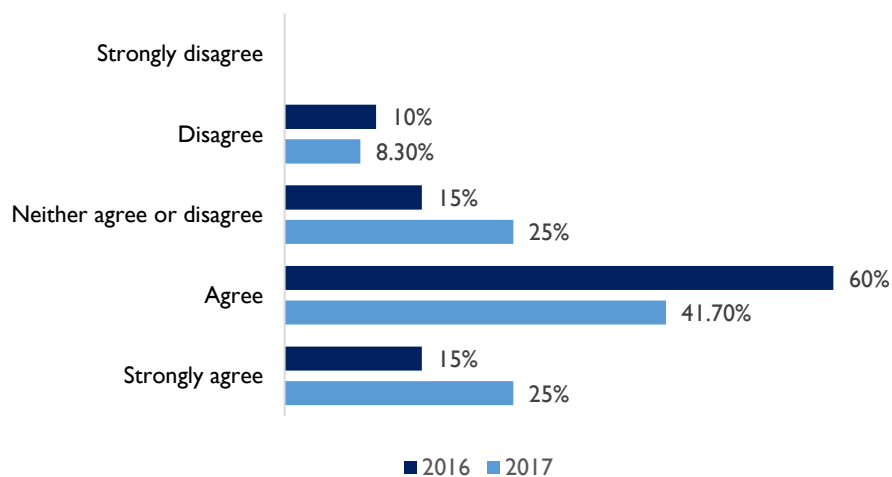
Responses to the survey provide data on a variety of performance indicators tracked by MESP. This year, the survey tool was modified to reflect indicators related to KaMP access. The indicators are as follows:

R 3.3 Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to the KaMP."

R 3.4 Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to the KaMP."

Additionally, MESP included the A/COR DevResults learning agenda.

Graph A. Mission Survey 2016 and 2017 results



As demonstrated in Graph A above, 66.7 percent of respondents indicated that they ‘agree,’ or ‘strongly agree,’ that the performance area had improved over the past 12 months, or since starting work with USAID for those respondents who had worked less than 12 months in the Mission. This percentage of reported improvement is a general indication that performance in this critical area of Mission staff technical work is moving in a positive direction, though not as positive a change reported last year. Although the 2017 reported results is an eight percentage point reduction from reported 2016 results, there was also a considerable increase (10 percentage points) in those respondents who Strongly Agree with the statement in 2017 (25 percent versus 15 percent). In addition to improvements to the response scales, several open-ended questions were added to the survey to provide more insight and depth into the availability and utilization of performance data. However the responses to the open ended questions were very limited and didn’t provide much insight.

Lesson Learned

MESP included open-ended questions in order to solicit greater understanding of the changes throughout the year, but the responses were limited. MESP believes that conducting in-depth interviews with Mission staff would have been more useful in yielding more detailed feedback and insight.

RI. Strengthened PMP Implementation and Utility

R.I.1	Average rating of the availability of performance monitoring data that the surveyed mission staff need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)				
	Baseline*:	FY 2016 Actual:	Q4 FY 2017:	FY 2017 Actual†:	FY 2017 Target:
	5.2	6.8	7.5	7.5	8

* Baseline was established at the same time as the 2015 data collection, asking respondents to retroactively rate the availability of performance monitoring data.

†Indicator collected on an annual basis.

Availability of Mission M&E Data for Decision-making

As described above, the M&E survey of Mission staff is designed to provide performance data in a variety of MESP support areas. Working in close partnership with PRO, MESP technical assistance is intended to support the Mission's utilization of M&E data for portfolio management in multiple ways, including improving the availability of required performance monitoring data through the population of DevResults. In order to document changes in data availability potentially resulting from MESP interventions, MESP's revised AMELP includes the following performance indicator:

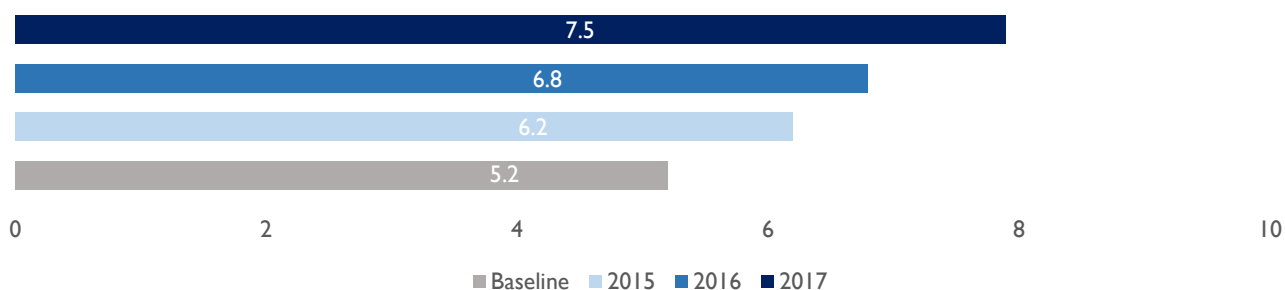
R I.1 Average rating of the availability of performance monitoring data that the surveyed mission staff need to do their job (on a scale from one to 10, one being no available data and ten being data is readily available).

The continued positive trend for this indicator and other data collected during this year's survey lends support to the belief that interventions in this area are having positive results.

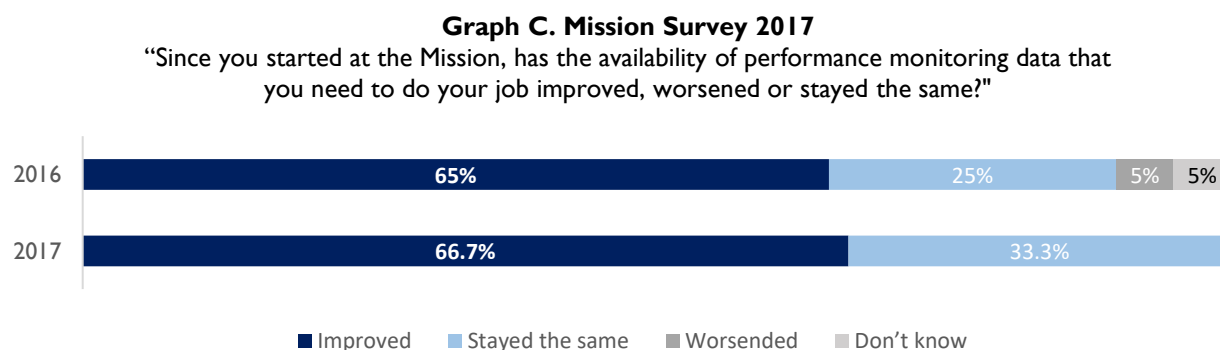
Respondents of the Mission Survey were asked to rate the availability of performance data required to conduct a portfolio review or other M&E-related task data at the present time. The rating scale ranged from one (*not available*) to 10 (*readily available*). Last year, the average response to this question was 6.8 with a baseline of 5.2 (estimated retrospectively by the same respondent), while in response to the survey in 2017, the average was calculated as 7.9 (mode of seven with five responses, and a range from three to 10). This may demonstrate that positive change is taking place in targeted areas.

Graph B. Mission Survey 2017

Average respondent rating out of 10 of the availability of "performance monitoring data that you will need to do your job." (N=12)



Additional questions were included in the survey to give more depth and understanding to the changes in the availability of performance monitoring data. When asked “Since you started at the Mission, has the availability of performance monitoring data that you need to do your job (for example, if you were performing a portfolio review or other M&E tasks) improved, worsened or stayed the same?” 66.7 percent of respondents reported that the availability of performance monitoring data had improved since they started at the Mission (Graph C) compared to 65 percent last year.

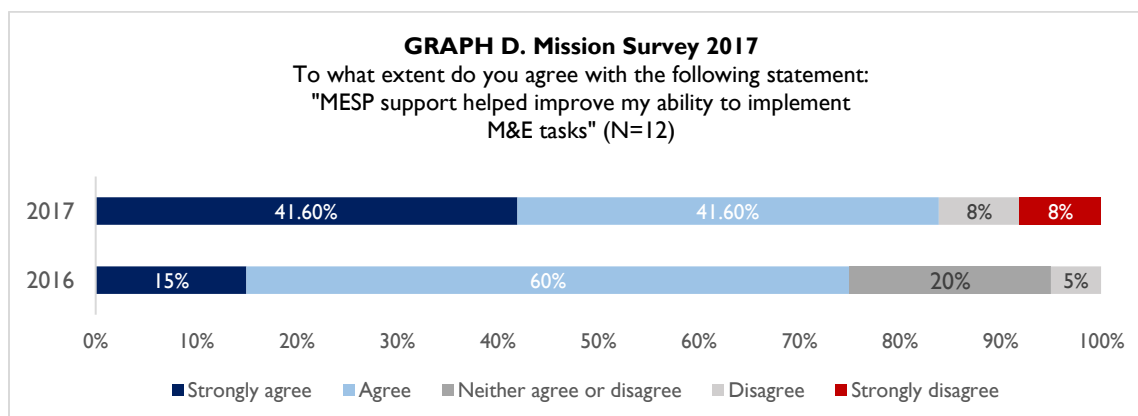


M&E Mission Training and Technical Assistance

Mission Staff Perceptions of MESP Technical Support

Over the course of three years of implementation, MESP has provided support to Mission staff through a combination of technical assistance, tools, guidelines, and workshops that are designed to improve Mission and IP performance in MEL practices. MESP’s annual Mission survey includes several questions intended to help MESP and PRO understand the perceived utility of MESP support. As with last year’s assessment, the results of this year’s data collection to date are positive and indicate a high level of perceived utility by Mission staff of MESP’s technical support.

Mission staff were asked to state their level of agreement with the following statement: “MESP support helped improve my ability to implement M&E tasks.” Eighty-three percent (10 out of 12 respondents) indicated either agreement or strong agreement in this area (Graph D), compared to the previous years’ survey the results of 75 percent of respondents.



The survey also included questions intended to assess perceptions related to specific areas of technical support provided by MESP. One area of intensive work by MESP staff is in the area of AMELP reviews. In order to limit responses to staff that had actually worked with MESP in this area, a filter question was first used to determine which respondents had overseen Activities that received MESP support with their AMELPs, of which slightly more than half had done (11 out of 20). Of these 11 respondents, all but one, or 91 percent responded 'yes' when asked, 'Do you think that MESP technical assistance helped produce a better product?' This high level of perceived utility is a strong endorsement of MESP's value in helping Mission managers work with IPs to produce higher-quality AMELPs. In addition, respondents also mentioned perceived improvements in portfolio reviews (5 responses) and DQAs (6 responses). While MESP cannot directly attribute the positive changes to its support based on the survey results, MESP does provide support to these tasks.

Training for Mission Staff

R I.2.5	Number of person-hours of training in Monitoring and/or Evaluation conducted by MESP				
	Baseline:	FY 2016 Actual:	Q4 FY 2017*:	FY 2017 Actual:	FY 2017 Target:
	0	476	371.5	1549	612

*Mission Staff: 27.5 hours IP Staff: 344 hours

Causal Logic/ Adaptive Management Training

Through MESP's technical assistance and trainings in previous years, the need for additional capacity building on causal logic, indicator selection and adaptive management for Mission and IP staff was identified. To address the need, MESP developed a new three-day workshop focused on causal logic and adaptive management. Workshop materials were completed and reviewed by PRO and USAID/Washington.

In October 2016, MESP conducted a pilot M&E training workshop with support from the MSI Home Office for nine MESP and Mission staff (Table A). The pilot training was an opportunity to review the training materials, methodology, exercises, and other aspects of the training, and also provided feedback to improve, and make more Jordan context specific. It also served as a Training of Trainers (ToT) training for MESP staff in order to be able to organize future similar trainings for Mission and IP staff locally.

TABLE A: FY 2017 Training Workshops for Mission						
Workshop Title	Workshops Offered	Person Hours/ Workshop	Attendance			
			Total	M	F	Total Person Hours
Causal Logic/ Adaptive Management	1	24	4	1	3	80

Following the successful delivery of the pilot workshop, MESP delivered four rounds of training sessions. The workshops were attended by 42 participants; four Mission staff, resulting in 80 hours of person hours of training for Mission staff.

A FAITAS application for the "Causal Logic and Adaptive Management" training was also submitted and approved for 20 Continuous Learning Points (CLPs), where this course was published on the list of approved CLPs for Mission staff on March 31, 2017.

Further details on the content and results of the training sessions can be found under the "Workshops for IPs" section.

Mission Staff Technical Assistance

Review of Mission Site Visit Reports

At the request of PRO, MESP reviewed a sample of 50 site visit reports completed by Mission staff as part of their Activity management and data quality assurance responsibilities. The review was intended to provide feedback to PRO on the quality of information included in the reports. MESP's M&E specialists compared the information in completed field visit reports with the template and guidance. The process helped identify potential methods of improving what and how information is reported, in addition to several areas of potential action in order to strengthen the effectiveness, efficiency, and utility of these visits, this includes providing a clear guidance in the template, MESP shared with the Mission a summary report covering the results of the reviews and priority observations and findings from the reviewed reports per DO.

Review of IP Quarterly and Annual Reports

At the request of PRO, USAID/Jordan Activities were scanned for accessible/available reports, MESP also checked the availability of the PITT, which is important for cross-checking DevResults and supporting the narrative around results. As part of data quality and consistency MESP is in the process of reviewing performance indicator data for a sample of seven Activities looking at Q2 and Q3 FY2016 performance data reporting to identify any issues or discrepancies compared with data in DevResults.

In order to systemize the reviewing process, MESP developed a tracker which captures and summarizes the key fields mentioned above. As part of the review process, MESP conducted a quality and consistency check of performance data for a sample of seven Activities which report on DevResults. Performance data for Q2 and Q3 FY2016 were compared between quarterly reports PDT/PITT and DevResults. MESP also looked into whether Activities are reporting any requests for revisions or additions to the data reported on DevResults (approved or pending) are being reported within the quarterly reports.

In general, MESP found a range of types of PITTs integrated into quarterly reports, some more comprehensive than others, but only one Activity has the PITT/PDT as a separate attachment, six Activities report their indicator data in the report narrative, and have no PITT/PDT included, and five out of the 16 Activities which consistently incorporate PITT/PDT in their reports started to utilize PITT/PDT post quarter one 2016. Moreover there are discrepancies in data reported between DevResults and PDT/PITT for most Activities.

Lessons Learned

In the process of reviewing IP quarterly reports, MESP discovered that data reported on DevResults may not match data reported by Activities in finalized quarterly and annual reports from the same period, and there may be no log of revisions made to the data available for review that could explain differences between data in a specific report and more recent data in DevResults.

Support to DQAs

In Years 2 and 3 MESP provided technical assistance, tools, and guidelines targeted to improve the preparation and performance of IP and Mission staff in conducting DQAs. As capacity strengthened within the Mission around DQAs, MESP shifted its approach to a more observational role, with staff attending some DQA sessions conducted in FY 2017, providing support to Mission and IP staff as needed.

CLA Self-Assessment Workshops

Stemming from the MEL Conference in May, MESP began more deeply exploring USAID's CLA Framework. Capitalizing on the momentum of the conference and the presence of experts from Washington, D.C. (Stacy Young, USAID Bureau for Policy, Planning and Learning, and Jessica Zeigler, USAID/LEARN Contract), six MESP and two PRO staff participated in and were trained as facilitators on the CLA self-assessment process. Originally designed to support USAID Missions around the globe, the process and associated Maturity Matrix tool aims to support actors "to think more deliberately about how to plan for and implement CLA approaches that fit [the actor's] context and assist them in achieving their development objectives."¹ The Maturity Matrix tool cards, an example of which is pictured above, explains the spectrum of CLA practice, from *Not Yet Present* to *Institutionalized*, within each CLA sub-category, and supports actors through a series of exercises to identify, discuss, and prioritize CLA practices and action plans.

In undergoing the process, MESP and PRO selected several subcomponents: Technical Evidence Base, Adaptive Management, and Relationships and Networks. Ultimately, the Maturity Matrix Tool and associated discussions helped MESP and PRO recognize where we were and where we wanted to go with our CLA practice. Primarily, MESP and PRO perceptions of its current practices ranged from emergent to advanced in the selected sub-categories, and there was a consensus to continue to strengthen our practices in the selected areas. To this end, through the self-assessment process, MESP and PRO jointly developed a concrete CLA action plan that focused on ways to raise awareness and strengthen CLA practices within the USAID/Jordan community, particularly focusing on Mission staff and IPs. These action plans have since been prioritized and integrated into MESP's work plan. For more

CLA SELF-ASSESSMENT

- ✓ What areas of the CLA Framework resonate with you?
- ✓ Where do you think your practices are along the CLA spectrum – 'not yet present' to 'institutionalized'?
- ✓ Where do you want your practices to be in the future?
- ✓ What can you do to strengthen your CLA practices and your Activity effectiveness?

details on the results of the Self-Assessment process, see the Jordan Self-Assessment and Action Planning report produced by USAID/LEARN. Overall, it was a refreshing opportunity to discuss strengths and shortcomings related our CLA practices, brainstorm innovative ideas to support CLA within the USAID/Jordan community, as well as integrate CLA throughout MESP's activities.

Following this experience and facilitation training, MESP co-facilitated the process with USAID/PPL, USAID/LEARN and PRO for the USAID/Jordan Youth Task Force. A total of seven members of the task force, representing EDE, EDY, WRE, PFH, DRG and Program Office, participated in the CLA Self-Assessment process. To focus the discussion, participants selected the following sub-components, Internal Collaboration, Adaptive Management, and Relationships and Networks.

¹ USAID Learning Lab, <https://usaidlearninglab.org/library/collaborating%2C-learning%2C-and-adapting-cla-framework-and-maturity-matrix-overview>.

Within these areas, perceptions on current practices ranged from not yet present to emergent and expanding, with aspirations tending toward reaching the expanding or advanced levels of practice. Facilitators then guided the task force representatives through the action planning process, ultimately developing 5 action items to be completed within the next 12 months. Action items focused on clarifying the task force's purpose, mapping activities and stakeholders to improve coordination and strategic decision making, as well as updating and realigning USAID's youth strategy to clarify USAID's vision around supporting youth.

Through both these workshops, the self-assessment process and tool were appreciated and useful, and important lessons learned were identified.

MEL Support for Implementing Partners

Lessons Learned

- Participants should have a sufficient or deep understanding of the CLA framework, its subcomponents, and why CLA is useful to better support meaningful discussions on current practices and effectively prioritize actions;
- Greater clarity on the final look of the CLA Self-Assessment product (action plan) may also help participants provide relevant and effective input;
- Facilitators should have an understanding of the context in which the team undergoing the self-assessment process operates, to effectively guide the discussion and provide input where needed;
- Decision makers should be involved and integrated into the process to develop effective action plans that will be implemented; and

R 1.2.1	Percent of interviewed IP technical assistance recipients that report that MESP support helped them to implement targeted M&E tasks				
	Baseline: 0	FY 2015 Actual: 100%	FY 2016 Actual: 100%	FY 2017 Actual: 100%	FY 2017 Target: 75%
	*Indicator collected on an annual basis				
R 1.2.2	Percent of surveyed IP staff that report that MESP training workshops were helpful for them in doing their job				
	Baseline: 0	FY 2015 Actual: 100%	FY 2016 Actual: 84.6%	FY 2017 Actual*: 100%	FY 2017 Target: 80%
	*Indicator collected on annual basis				
R 1.2.5	Number of person hours of training in Monitoring and/or Evaluation conducted by MESP				
	Baseline: 0	FY 2016 Actual: 413	Q4 FY2017 Actual*: 371.5	FY 2017 Actual†: 1549	FY 2017 Target: 612
	†Mission Staff: 27.5 hours IP Staff: 344 hours				

IP Perceptions of MESP Technical Support

Over the course of the four years of implementation, MESP has provided support to Implementing Partners (IPs) through technical assistance, tools, guidelines, and workshops that are designed to improve IPs' performance in MEL practices. The IP assessment is conducted annually and aims to assess the utility and effectiveness of technical support provided by MESP, identify additional needs for technical support, and discuss the challenges IPs currently face in their MEL work. As with last year's assessment, the results of this year's data collection to date are very positive and indicate a high level of perceived utility by IPs of MESP's technical support and workshops. In-depth interviews, which began in September, consisted of interviews with 13 IP MEL staff, and the responses helped in collecting data related to MESP below indicators:

***R 1.2.1** Percent of interviewed IP technical assistance recipients that report that MESP support helped them to implement targeted M&E tasks.*

***R 1.2.2** Percent of surveyed IP staff that report that MESP training workshops were helpful for them in doing their job.*

***R 1.2.4** Percent of interviewed IP staff who report that MESP-developed tools helped them implement performance monitoring tasks*

This year the tool was modified to reflect indicators related to KaMP access. The indicators are as follows:

***R 3.3** Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to the KaMP."*

***R 3.4** Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to the KaMP."*

In addition to collecting indicator data, the objectives of the IP assessment are to provide a greater understanding and insight to the following:

- Utility of MESP support
- Challenges facing IPs in M&E (identified needs/gaps)
- Changes/achievements influenced by MESP
- Needs assessment/calculating baseline to specific M&E practices

Respondents were asked to rate whether MESP technical assistance and workshops were helpful to do their jobs. This year, the average response to the question of whether MESP's technical assistance and workshops are helpful to do their jobs was 100 percent, similar to last year.

Training for IPs

MESP continued to provide training for USAID/Jordan IP staff to enhance the availability of performance data reported to the Mission. Building on the success of the previous years, in FY 2017, MESP delivered 15 training workshops for IP staff. The workshops were attended by 176 people² representing 38 Activities for a total of 1549 person-hours of training. While this number is more than the target of 612 hours, the difference is due to conscious delays in the delivery of the Causal Logic/Adaptive Management workshop into FY 2017 based on substantial and essential collaboration on the details of the course

² This is the overall total across all trainings. The total may include double counting.

content and delivery approach. In addition, while it isn't reflected in the reported numbers, MESP actually delivered more than 1,500 additional person-hours of training to IP staff in M&E through the Apprenticeship workshops.

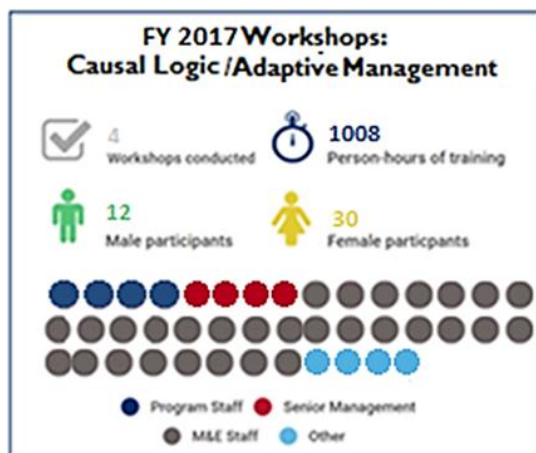
TABLE B: FY 2017 Training Workshops for IPs

Workshop Title	Workshops Offered	Person Hours/ Workshop	Attendance				Unique Activities Participating
			Total	M	F	Total Person Hours	
Causal Logic/ Adaptive Management	4	24	42	12	30	1008	22
AMLEP/PIRS	3	3.5	32	5	27	112	17
Selecting Indicators	2	3.5	31	5	26	108.5	12
Preparing for DQAs	4	3.5	43	12	31	150.5	26
Data Visualization	1	3.5	12	1	11	42	9
The Road to Better Skills	1	8	16	5	11	128	12
Total	15		176	40	136	1549	38

Causal Logic/ Adaptive Management Workshop

As mentioned above, the aim of the Causal Logic/Adaptive Management Workshop is to build Mission and IP staff capacity to practice adaptive management effectively through understanding, articulating, and periodically updating the projects' and Activities' underlying cause and effect logic in response to emerging evidence and learning. The main objectives of the workshop were to help participants:

- Have strong skills in articulating the underlying activity theory of change and understand and troubleshoot various types of activity logic models, including results frameworks, log-frames and others;
- Apply principles of “cause and effect” and “sufficient and necessary” in identifying and measuring key activity results, including in situations where the underlying cause and effect relationships are not well understood;
- Understand principles for selecting useful performance and contextual indicators for strategies, projects and activities; and



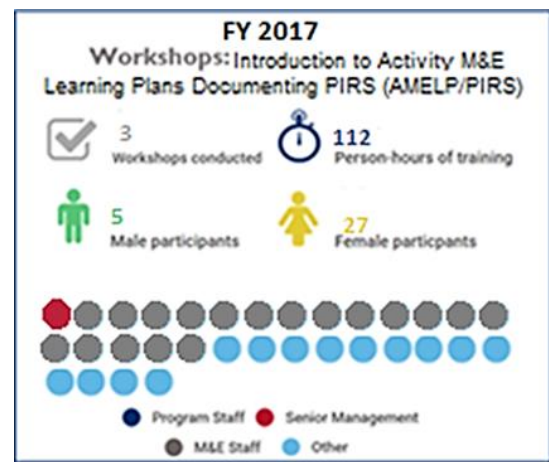
- Conduct data driven performance/portfolio reviews including analyzing monitoring data to inform adaptive management.
- To ensure the content of the training effectively engaged and met the needs of participants, MESP conducted a pilot workshop, which provided valuable insights regarding the practicality of the training materials, delivery methods, exercises/case studies and other aspects of the training. Following the pilot workshop, MESP delivered four rounds of training

sessions strengthening capacity around causal logic/adaptive management for 42 participants. Participants include: 4 Mission staff, 3 MESP subcontractor staff from Mindset and Integrated, 35 MEL practitioners from 22 different Activities. In total, MESP provided 1,008 person hours of training through the Causal Logic/Adaptive Management Workshop. During the training, case studies and group work exercises proved to be effective, as the participants were able to relate to workplace real-life examples, enabling them to apply newly acquired knowledge. In addition, many senior participants helped create a progressive learning environment as they injected their own experiences throughout these trainings. Such an environment helped other participants to enhance their learning through understanding the practical application of a number of topics, while examining a variety of modern M&E techniques. Due to great interest shown by Mission and IPs staff in the Causal Logic/ Adaptive Management training workshop, MESP will be organizing further training sessions on the topic in FY2018.

Introduction to Activity M&E Learning Plans and Documenting PIRS (AMELP/PIRS) Workshop

The aim of the AMELP/PIRS workshop is to orient IP staff on how to develop and/or review their AMELP, and to provide an overview of the USAID/Jordan IP PIRS template with specific guidance for completing each key section. More specifically, the objectives of the workshop are to help participating IP staff:

- Understand key USAID M&E terms;
- Distinguish between the different levels of M&E planning at USAID Jordan;
- Identify main components of AMELPs; and
- Work with other staff members to document their Activity PIRS.



The content and examples used in the workshop are adapted from real-life examples, including common problems with indicators and missing AMELP elements that the Mission has recently encountered. Some of the terminology was revised based on guidance received from PRO according to changes to ADS, for example, using the term “Activity Monitoring & Evaluating Learning Plan” instead of the term “Activity Monitoring & Evaluating Plan”.

During FY 2017, MESP conducted three AMELP/PIRS workshops that were attended by 32 (27 F/ 5 M) participants representing 17 different Activities totaling 112 person-hours of training.

Developing/Selecting Performance Indicators Workshop

The training materials were developed with the intention of helping participant IP staff to become more comfortable with the process of selecting and developing performance indicators to measure progress towards achieving their results. The main objectives of the workshop were to help participants:

- Understand what performance indicators are and their role in tracking progress;
- Understand the different ways of expressing performance indicators;
- Recognize the criteria of good performance indicators; and
- Learn how to incorporate best practices in identifying performance indicators.

During the reporting period, MESP conducted one “Selecting Performance Indicators” workshop that was attended by 31 participants (5 M/26 F) representing 12 different activities for a total of 108.5 person-hours of training.

Preparing for Data Quality Assessment (DQA) Workshop

The ‘DQA’ workshop aims to support IP staff in the preparation for DQAs conducted by the Mission. The training develops participants understanding of USAID data quality criteria and the process of a DQA.

The main objectives of the workshop are to help participants:

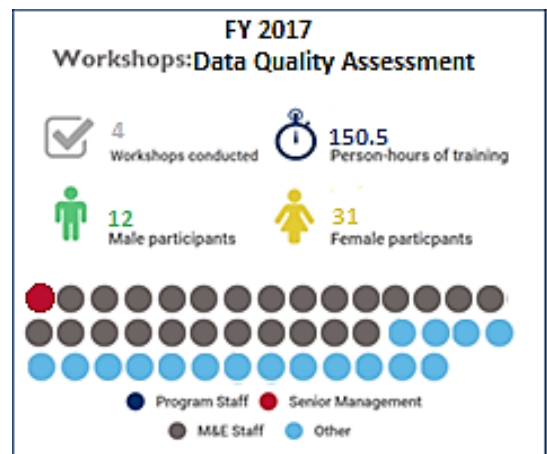
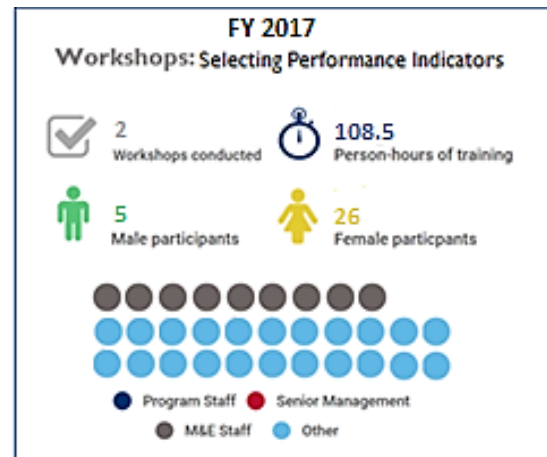
- Recognize the importance of high quality data for decision making and reporting;
- Understand USAID data quality standards;
- Be familiar with the processes and best practice of conducting a DQA.

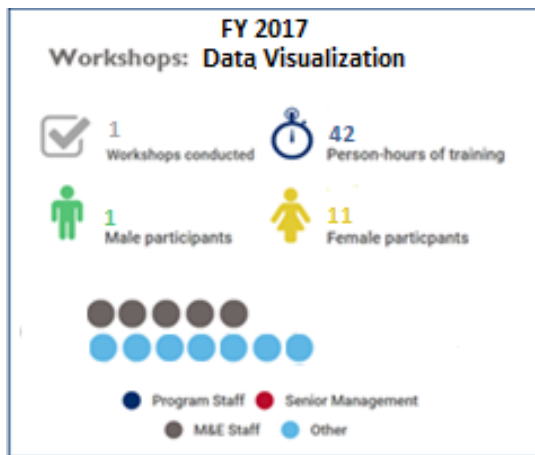
MESP conducted four DQA workshops this year. A total of 43 participants attended the workshops, (12 M/31 F) representing 26 different Activities for a total of 150.5 person-hours of training.

Data Visualization Workshop

This workshop aims to build the capacity of USAID/Jordan Implementing Partners’ staff to understand the guiding principles for data visualization and to strengthen participant skills to produce quality visualizations using Excel.

The main objectives of the workshop are to help participants:





- Understand basic data visualization principles
- Be able to produce customize charts in Excel
- Know what resources are available to further their data visualization skills

In preparation for this training, MESP utilized MSI home-office technical support to design and conduct an internal pilot workshop for MESP and subcontractor staff (Integrated and Mindset), which not only informed future workshops, but also strengthened the capacity of MESP staff in data visualizations. After the pilot was completed,

MESP conducted one Data Visualization Workshop, reaching a total of 12 participants attended the workshops, (1 M/11 F) representing 9 different Activities for a total of 42 person-hours of training. To complement this training, MESP will provide an excel data management/dashboards training in FY2018. This training was originally scheduled for FY2017, but due to the number of trainings, including the Apprenticeship Program, this training was postponed until FY2018.

Identifying Opportunities for Complementary M&E of USAID Programming

Following the USAD/Jordan 2017 MEL Conference, and building on the session: *The Road to “Better-Fit” M&E Basics and Principles*, a post-conference workshop was conducted for IPs entitled Identifying Opportunities for Complementary M&E of USAID Programming. The session was delivered by Heather Britt, Senior M&E Specialist with the Expanding Monitoring and Evaluation Capacities (MECap) task order managed by the Office of Learning, Evaluation and Research (LER) of the Bureau for Policy, Planning and Learning (PPL), and administratively supported by MESP.

The workshop focused on how to effectively do M&E in a dynamically changing and complex context, and USAID’s operational guidance around complementary monitoring approaches for situations where results are difficult to predict due to dynamic contexts or unclear cause-and-effect relationships. Participants were introduced to a number of basic principles that guide better M&E practice. The specific objectives of the workshop included:

- Share tools and techniques of the consultative process that can be applied to identify opportunities for using emerging approaches;
- Introduce a range of different emerging Monitoring and Evaluation (M&E) approaches and the principles underpinning their use;
- Practice using the tools and techniques of the consultative process;
- Identify gaps in existing M&E plans or systems that can be addressed by emerging approaches and suggests ways that they can be incorporated into Monitoring, Evaluation and Learning (MEL) plans;
- Learn more about Causal Link Monitoring, Outcome Harvesting and Most Significant Change.

The workshop was attended by 16 participants representing the seven different Activities for a total of 42 person-hours of training. Participants were actively engaged in the workshop, and had the unique experience of participating in active role play sessions grounded in real-life situations, such as proposing

changes to an MEL plan to a Chief of Party or Donor. Potentially related to this training and the MEL Conference, several new AMELPs reviewed by MESP included one or more complementary monitoring techniques, indicating a greater level of awareness about such techniques. From these AMELP reviews, however, it was noted that there is a need to delve deeper into these techniques, focusing on the details of each method, and reinforce when and when not to implement particular methods.

Training Evaluation and Learning

Post-Training Evaluation

MESP's post-training evaluation contains five positive statements each accompanied by a five-point Likert scale. The evaluation seeks to assess to what extent participants agree with each statement. The statements gather participant feedback on the suitability of the workshop to their role, the learning process during the workshop, the organization, and the participant's intention to put what they have learned into practice. The more participants who agree or strongly agree with the statements, the greater the overall satisfaction with the training and intention to implement such practices into their work.

Analyzing the post-training evaluation forms showed that participants continued to be very satisfied with all the parameters assessed. Eighty-eight percent of responding participants (N=131) stated that they either 'strongly agree' or 'agree' with the statements. Table C. below summarizes the average scoring, out of 5 possible points, of the parameters included in the evaluation form for all MESP workshop provided in FY 2017. Lighter colored boxes denote slightly lower scores, with darker boxes denoting higher scores, though responses were very high overall.

Table C. Average Scoring for FY2017 MESP Workshops

	AMELP/PIRS	DQA for IPS	Selecting Indicators	Causal Logic/ Adaptive Management	Data Visualization
The course was relevant to what I do on the Job	4.55	4.52	4.04	4.43	4.09
The course was well organized	4.62	4.58	4.46	4.10	4.00
The course has added to my knowledge of the subject	4.72	4.61	4.32	4.20	4.00
I anticipate sharing my learning with my colleagues	4.48	4.52	4.29	4.03	4.45
I plan to implement the relevant sections in my job	4.55	4.58	4.25	4.10	4.27

The average response of all workshops for all parameters assessed was 4.4. The responses are similar to those from previous workshops and demonstrate that participants continue to be very satisfied within the parameters assessed.

In addition, participants were asked for their overall rating of the workshop on a four-point scale (Poor, Fair, Good, and Excellent) with a total of 97 percent reporting rating the workshop as either ‘excellent’ (53 percent) or ‘good’ (44 percent).

In light of utilizing new technologies that would enable time saving processes and improve efficiency, MESP started mainstreaming the utilization of technologies in Q3 and Q4, 2017. MESP initiated the use of EventZilla, an online website used for registrations. EventZilla was introduced by MESP during preparations for the MEL Conference 2017. The usage of this application enabled interested invitees to register

their attendance for the conference and the Expo and enabled MESP to have an atomized registration list of participants along with their updated information, in addition to the facilitation of live tracking of registrations. EventZilla is now being used for the Training Unit at MESP, allowing IPs to view other trainings scheduled and decreases the amount of emails sent back and forth. This also decreases manual input of registrations that would be incoming via emails and increases the efficiency of accurate participant information, creating lists of participants.

Moreover, MESP has utilized Survey Gizmo to deliver and analyze post-training/workshop evaluations. Links to post-workshop evaluations were either downloaded onto tablets for workshop participants to complete, or survey links were sent directly to participant’s emails after the training.

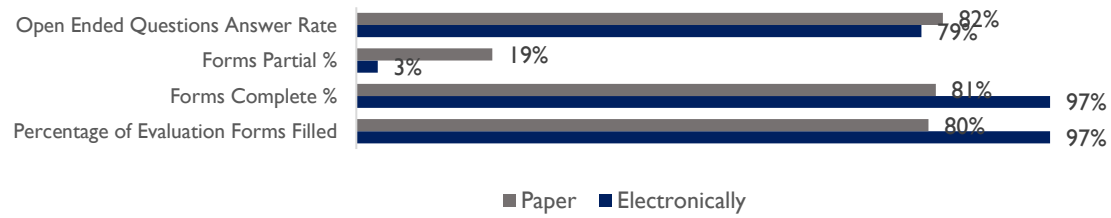
In order to better understand the efficiency and effectiveness of the electronic formats of evaluations forms, MESP did a comparison of average response rates for filling the forms, forms completed versus partially completed and the average response to open ended questions between papers versus electronic. As shown below (Graph F), the percentage of forms filled by participants was higher by 17 percent through the electronic system, and the completion rate higher by 16 percent than that of paper form. Response rates for open ended questions was slightly lower, by 4 percent, from paper forms, but the overall efficiency gains have led MESP to adopt this system for evaluations for all

Graph E. Combined Post-Training Evaluation Responses for All Workshops FY 2017 N=131



trainings/workshops.

Graph F. Completion of Paper vs. Post Electronic Evaluation Forms



Pre- and Post-Training Test

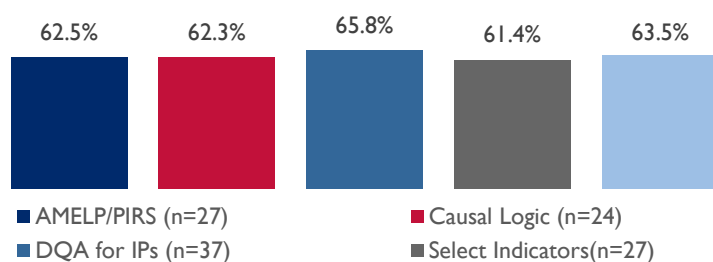
In addition to completing the post-training evaluation forms, MESP utilizes a pre- and post-training test designed to assess the change in participants' knowledge and skills following the training based on the workshops' learning objectives. Administration of the tests as part of each training course aims to help MESP better understand the extent of the advancement or change in the participants' knowledge after training.

To calculate the change between the pre- and post-training scores, MESP uses the following formula³:

$$\text{Learning Gain} = \frac{\text{Post Test Score} - \text{Pre Test Score}}{\text{Maximum Score} - \text{Pre Test Score}}$$

The formula compares pre- and post-test scores, dividing them by the maximum learning potential (maximum score – pre-test score). MESP calculates the learning gain for each participant, and averages the gains for each workshop, course, and for all workshops together. Eighty-two participants completed the pre-and post-training tests during the reporting year. The average learning gain for all MESP workshops was 63.5 percent.

Graph G. Learning gain for all MESP workshops FY 2017 (N=115)



Analyzing the pre- and post-training test scores showed that post-test scores are substantially higher for all workshops. For example, the average post-test score for the DQA workshops was 69.1 percent, while the average pre-test score was 89.5 percent, from which the calculated learning gain is 65.8 percent. Since it was introduced as part of MESP's training schedule, the DQA workshop has maintained the highest learning gain percentage. This may be partially attributed to some of the topics covered, such as USAID data quality criteria, which are not covered in any other workshop offered by MESP. The average pre-test score for all workshops was 66.2 percent while the average post-test score for all workshops was 87.7 percent. The average calculated learning gain for all workshops was 63.5 percent.

Upcoming MESP Workshops

Theory of Change (ToC) Workshop

Since its inception, MESP has been providing technical assistance and capacity building interventions to IP and Mission staff to strengthen activities' MEL systems and enhance utilization of performance data to assess progress. MESP training portfolio includes several workshops focusing on specific needs that were developed through Training Needs Assessments, workshop evaluation forms, or expressed during

³ This is a standard formula used to calculate the learning gained by participants out of the maximum that they could have gained. The formula is used by many training and educational institutions, including universities. Examples can be accessed through the following links:

<http://www.trainingcheck.com/help-centre-2/guide-to-training-evaluation/creating-evaluations-at-the-different-levels/level-2-learning/>
https://www.slu.edu/Documents/professional_studies/EducatorWorkSample.pdf

training, conferences, and other activities. During the trainings, technical assistance, and other guidance, MESP underlines the critical importance of articulating a clear and robust Theory of Change (ToC) for USAID/Jordan funded activities as a way to help activities tell their story, and a foundation for developing their logic model.

Lessons Learned

- Utilization of technology for training registration (EventZilla) and evaluation (Survey Gizmo) increased the efficiency of MESP processes.
- Based on analysis of participant attendance there is a continued robust demand for formal training among Activities. MESP will continue to use this information to inform and adjust the frequency of the workshops within the training schedule.
- The type of participants attending MESP training is expanding beyond M&E staff, to include communications and other staff, potentially signifying a deepening interest and engagement in M&E.

To further support IPs and Mission staff in developing robust ToCs and build upon the Causal Logic/Adaptive management training, MESP began refining and further developing the concept for a ToC training. The main learning objective of the focused ToC training will be to build participant capacity to facilitate robust ToC development and review processes within an Activity, skills which would be required during comprehensive learning and AMELP reviews with larger groups of project staff and other stakeholders. Particularly as most IPs are currently well into Activity implementation, ToC reviews present a unique CLA “pause and reflect” opportunity to strengthen programming. A concept note for the ToC was finalized and shared with Program Office. This training will be offered in February, 2018.

Most Significant Change (MSC) Workshop

Responding to IP demand and building on MECap’s complementary monitoring tools workshop from May, MESP began developing the concept for a Most Significant Change (MSC) workshop. MSC is an effective, flexible learning method that can be used as an evaluation or a monitoring tool, to capture unintended consequences (positive or negative) through a consensus type process and to focus on what people view as important (rather than just what the program views as important). The learning objective of the MSC workshop is to enable participants to judge when and where to most appropriately apply MSC, and equip them to facilitate this method in their own projects. MESP developed and shared a concept note which was approved in August. This training will be delivered in December 2017.

Technical Assistance for Implementing Partners

In addition to formal training, throughout the year, MESP provided technical assistance to IPs, primarily at the request of USAID A/CORs and PRO. Technical assistance focused around AMELP reviews were most in-depth technical assistance provided, though MESP also provided other technical assistance around: indicator calculation/data collection methodologies, data collection, approaches to internal evaluation and evaluation questions for Civil Military Support Element (CMSE) which took place in April 2017, and others to IPs and USAID technical offices.

Tools and Templates

Activity Monitoring, Evaluation, and Learning Plan (AMELP) Template

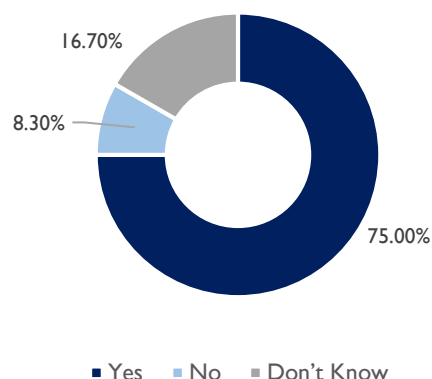
During the previous quarter, MESP submitted a revised Activity MEL Plan template to PRO for review. The feedback received from PRO was integrated in the template, including the addition of links to KaMP and USAID Learning Lab for resources on Theory of Change, Logic Models and Development Hypotheses, and CLA. Also included in the template were other formats of logic models and extra narrative on CLA. The final version of the template was approved in Q4 and is available on KaMP: <https://jordankmpportal.com/resources/activity-monitoring-and-evaluation-plan-template-AMELP>

Activity Monitoring, Evaluation and Learning Plan Reviews

R I.I.1	Number of AMELP revisions supported by MESP				
	Baseline: 0	FY 2016 Actual: 21	Q4 FY2017*: 2	FY 2017 Actual: 16	FY 2017 Target: No targets
	*AMELPs revised in Q4: CITIES, Youth Power				
R I.I.2	Number of AMELPs submitted to or approved by the Mission improved by MESP support				
	Baseline: 0	FY 2016 Actual: 2	Q4 FY2017: 0	FY 2017 Actual: 1	FY 2017 Target: No targets
R I.I.3	Percent of Mission technical management staff who report that MESP technical review of AMELPs helped produce a better product				
	Baseline: 0	FY 2016 Actual: 90.9%	Q4 FY2017: 80%	FY 2017 Actual*: 80%	FY 2017 Target: 80%
	*Indicator collected on an annual basis				
	10 out of 12 survey respondents reported that MESP technical assistance helped produce a better product				

As part of MESP's Annual Mission survey, two questions were included in the Mission survey to assess MESP support and technical assistance. The first question was a filter question to identify which Mission staff had overseen Activities that had received MESP support to their AMELPs. Those who said yes were then asked, "Considering your experience, do you think that MESP technical assistance helped produce a better product?" Of the eleven respondents to the second question, 83.3 percent reported that MESP assistance helped produce a better product. This result (Graph H) indicates that MESP assistance is perceived as achieving its intended results, by its most important client – USAID Mission staff.

Graph H. “ Considering your experience, do you think that MESP technical assistance helped produce a better product? ” N=12



Demonstrating the continued perceived value of MESP support to improving the quality and utility of AMELPs, assistance was provided to the following 15 Activities over the course of Year 3 with results as indicated:

Human Resources for Health 2030 (HRH 2030)

In this reporting period, PRO requested MESP to provide technical support to the HRH2030 team in their efforts to revise the MEL plan. Since the launch of HRH2030 Activity in Jordan, MESP had a unique partnership with them and the PFH team. This allowed MESP to provide more focused support. For example, as per the guidance from PRO and HRH2030 AOR, MESP technical specialist held several meetings and made numerous calls with HRH2030 M&E manager. Additionally, MESP led a meeting at HRH2030 office to kick start the process for revamping their Theory of Change and result framework.

Additionally, MESP provided guidance on wording individual results within the results framework, comments on the performance indicators proposed, and suggested additional indicators (performance and context) that HRH2030 adapted to better tell their story.

Health Services Delivery (HSD)

MESP support to HSD began since its inception and continued throughout the year. Several meetings between MESP, PRO, PFH, and the HSD team were held to discuss HSD's draft MEL plan. MESP reviewed the MEL plan and provided feedback on the terminology, ToC, logic model, indicators, and other sections.

Based on MESP feedback, HSD made several improvements to their MEL plan including a revised and more streamlined logic model. HSD's MEL plan was approved in December 2016.

Health Finance and Governance (HFG)

In June 2017, MESP received a request from PRO to review the MEL plan for the HFG. Responding to this request, MESP provided feedback to support HFG and strengthen the AMELP to effectively inform program implementation and support learning. In particular, MESP focused its feedback on the ToC and LM, highlighting potential areas for improvement including gaps in ToC logic, unclear or misplaced assumption, and potential limitations in proposed indicators. Ultimately, MESP found a divergence in the theory of change from what was originally presented in the work plan, and highlighted several areas where the ToC could be strengthened to better explain how and why change was envisioned to occur.

In follow-up to this feedback and feedback from USAID, MESP joined PRO, USAID/COR, and USAID technical staff and met with the HFG team over several rounds of discussions to review the ToC and next steps. Through this engaging discussion, USAID priorities were emphasized and discussed, and greater detail about the team's implicit theory of change and underlying assumptions emerged. Several revisions of the AMELP, particularly the ToC were submitted and reviewed by MESP, with some gradual improvements noted throughout the process. One observation through this process, was the need for both technical and M&E teams to fully understand theories of change to ensure a high quality process and product. By the end of the fiscal year, MESP has not received notification that it has been finalized and approved.

Jordan Communication, Advocacy and Policy Project (JCAP)

In October 2016, PRO shared with MESP the revised JCAP MEL plan. Since JCAP made only limited change to the previous version which included adding a new "Learning" section, PRO requested MESP to review the new section and provide feedback on how to improve it. This was one of the earliest opportunities for MESP to provide guidance on one of the components of CLA; in this case, Learning. The process of reviewing JCAP's learning section, which included discussion with PRO, was very helpful and itself was a learning exercise for MESP, after which MESP developed guidance and shared with JCAP along with other USAID documents and multimedia.

Sustainable Cultural Heritage through Engagement of Local Communities Project (SCHEP)

MESP worked with PRO to provide advice and feedback on SCHEP logic model and indicators, and SCHEP shared with PRO and MESP the latest MEL plan for review. Moreover, MESP continued to provide advice to SCHEP on their data collection tools and methods for most of their indicators during one-to-one meetings.

Jordan Loan Guarantee Fund (JLGF)

MESP provided guidance and support to JLGF in reviewing their AMELP. The findings from the JLGF mid-term performance evaluation were used by the team to help in better articulating their Theory of Change, and reflecting the adaptive management process.

Workforce Development Project (WFD)

In response to a request from WFD, MESP provided guidance and detailed comments to WFD updated MEL plan and logic model. MESP feedback primarily focused on better reflecting the Activities areas of interventions in the logic model. MESP also provided a recommendation to add a specific description on the interventions to promote gender equality.

Jordan Competitiveness Program (JCP)

MESP provided guidance and support to JCP MEL plan revision, based on their recently updated technical proposal and work plan. Several meetings took place to discuss the main changes in the Activity and how to reflect these changes on the theory of change, logic model and the different components of the Activity.

The last draft submitted was followed by a meeting to discuss feedback from MESP and the Mission, discussion was mainly around the logic model and adding more indicators. JCP finalized their MEL plan and submitted in January 2017.

Rule of Law and Public Accountability Strengthening (ROLPAS) At the request of PRO, MESP revised ROLP MEL plan and logic model and indicators. MESP provided detailed suggestions for improving the wording and organization of the results statements and indicators in order to more accurately reflect the ROLP theory of change, work plan, and to address any gaps in their logic.

Cities Implementing Transparent, Innovative, and Effective Solutions (CITIES)

At the request of PRO, MESP worked with CITIES to revise their logic model and MEL plan. MESP provided a detailed review of CITIES logic model, and identified gaps moving from low level to higher level results. MESP encouraged CITIES to develop more detailed learning agendas that can be done internally by CITIES corresponding to these gaps instead of adding new indicators. MESP also reviewed the PIRS, and encouraged specific methodologies to be detailed in the PIRS to clearly lay out how each indicator will be measured, particularly for outcome level capacity building indicators. As part of the CITIES impact evaluation, MESP may review this AMELP once more to identify how performance data may inform the evaluation.

Schools for a Knowledge Economy Project (SKEP)

Earlier this year, MESP was invited to a meeting with PRO staff members to introduce the USAID monitoring and evaluation requirements to SKEP's IP, Engicon. MESP shared the requested School Construction Assessment, USAID required indicators, and JSEP AMELP as a guide to help in building a results framework. A follow-up meeting was arranged between the MESP M&E Specialist and SKEP team to provide one-on-one technical support in their offices, mainly to introduce the AMELP sections and the development process. Early in October 2015, SKEP drafted the first version of their AMELP and shared it with MESP for feedback and recommendations. MESP provided their recommendations mainly in regards to the Activity's development hypothesis, highlighting the need to include critical results such as the local community commitment factor and the sustainable design integration.

Community Engagement Project (CEP)

At the request of PRO, MESP worked with CEP in Q1 to revise their logic model and indicators. MESP provided detailed suggestions for improving the wording and organization of the results statements and indicators in order to more accurately reflect the CEP theory of change and causal logic from lower to higher-level results. CEP received USAID approval on their results framework/logic model. As of the end of this quarter, MESP has provided feedback on five PIRS that were developed by CEP.

Elections and Political Processes Strengthening Program (CEPPS/IRI)

MESP shared with IRI/CEPPS the Activity PIRS Template and the Mission PIRS for DO2 and DO4. IRI/CEPPS worked on developing their customized PIRS and requested MESP's feedback, which was incorporated accordingly. MESP will continue to provide technical support as needed.

Youth with Potential (YWP)

YWP is an activity implemented by Americana that targets underprivileged youth in Amman to provide them with practical training that will help prepare them for a fruitful career in the service industry. In Q2 and based on PRO's request, MESP provided support to YWP in developing their MEL plan, including developing a draft LM and ToC.

LESSON LEARNED

- Theory of change is a critical focus of the AMELP and the subject of much of AMELP reviews. To strengthen this aspect of Activity design and the AMELP, a formal training for IPs and Mission staff would be beneficial.
- Face-to-face and/or informal meetings can help strengthen AMELPs as it provides an opportunity to dialogue, answer questions, and understand the Activity, as well as expectations of AMELPs. In addition to ensuring all Activities attend the formal AMELP/PIRS training, face-to-face meetings with M&E and Activity Management teams earlier in the AMELP design process may also prove beneficial to avoid common errors, mistakes, and inform the review.

In Q3, MESP conducted a series of meetings with YWP's Project Coordinator to support the further refinement of the MEL plan, which was submitted to their COR for approval. In addition to refining the LM and ToC, MESP also proposed several learning questions to be answered over the life of YWP's implementation.

Youth Power (YP)

At the request of PRO, MESP reviewed the YP AMELP, and provided general comments and recommendations. In general, the AMELP did not clearly communicate the details of the logical sequences behind the different activity components' contribution to reach their goal, and how different levels will lead to the higher results and goal. The causal logic could also have been strengthened by citing and integrating existing evidence for the basis of some aspects of the theory of change.

A follow-up meeting with MESP PRO was requested by the YP team to discuss the comments and feedback received on the AMELP and recommendations for the AMELP to be taken into account for their final draft. Upon the request of the YP team, two smaller focused and informal working sessions were conducted, where MESP provided additional guidance on theory of change, reviewed new iterations and thinking of theory of change, and different ways that we test and assess logic models and theories of change.

The PRO shared a revised AMELP for YP in Q4, on which MESP technical team shared minor comments and recommendations, where most of the previously discussed recommendations were reflected in the new draft.

USAID/Jordan Apprenticeship Program

The first round of the Apprenticeship Program successfully completed in 2016 with a total of 11 IPs participating in the program and 13 Apprentices trained and 12 secured in M&E jobs. Following which, MESP held a graduation ceremony on February 22, 2017 at the Holiday Inn Hotel, hosting the 13 apprentices who completed the Apprenticeship Program, with the presence of Mission and IP staff. MESP handed certificates to the graduates and played a video produced specifically for the graduation.

Based on the success of the Apprenticeship Program in 2016, MESP explored options for continuation and/or expanding the Apprenticeship Program in 2017. To this end, MESP conducted a needs assessment among IPs who did not participate in the 2016 Apprenticeship Program and new IPs, as well as an evaluation of the effectiveness and efficiency of the delivery of the 2016 Apprenticeship Program.

Building off of this learning, MESP reviewed and revised the curriculum, and began implementing the second round of the Apprenticeship Program on September 10, 2017 with 15 Apprentices, six of which were non-secured. For non-secured apprentices, MESP was able to channel them into USAID Activities for the two-month on-the-job hosting, with a potential for employment as an M&E Officer in the future.

Promotion and Recruitment

MESP, together with its subcontractor, Integrated, conducted visits to more than 10 IPs to promote the Apprenticeship Program. Similar to the first round, CV screening, technical exam and interviews were utilized to select the final participants to participate in the program.

Below is a summary of the recruitment phase that took place between April and July 2017:

Promotion and Recruitment Phases
Step 1: CV Screening
30 CVs (10 seconded and 20 non-seconded) were received and reviewed
Out of the 20 non-seconded CVs, 19 passed the screening criteria
Step 2: Technical Test
Out of the 19 CVs who passed the screening criteria, 12 passed the technical test. Two individuals did not pass. Five had secured job positions and were no longer interested in participating.
Step 3: Interviews
Out of the 12 who passed the technical test, 11 passed the interview.
Six out of the 11 who passed the interview were selected to be hosted/employed at an IP.
As for the remaining five, below were the reasons why they were not selected:
<ul style="list-style-type: none"> • Not selected by an IP • No response • Declined last minute

Training Curriculum

As a result of the assessments conducted by MESP and Integrated, the following recommendations were suggested and addressed:

- Amended the training material and length of individual modules in accordance with trainer feedback and response.
- Added excel training to Module Three to strengthen excel skills before completing data entry and data summary/analysis/visualization work.
- Developed an exercise dedicated solely to data compilation, indicator calculation, and data summarization in a PDT resembling DevResults in Module 3.
- Ensured Apprentices have a solid grasp of data compilation and presentation of data in the PDT format from Module Three before moving into Module four.
- Provided more practical exercises with indicators
- Developed material to better tackle interpersonal skills. Increased role play in difficult but realistic situations may be useful.
- Adjusted length of some modules to support adjustments in the training material
- Reduced Module One to three days instead of four
- Increased Module Four to five days instead of four, in part to provide additional time for independent work on data summarization and presentation

- Strengthened individual capacity with more independent work, particularly for excel, data analysis, and indicators through in-classroom activities and on-the-job training opportunities
- Introduced individual assignments during the on-the-job training period with graded feedback given by mentors.

On-the-Job-Training

As a result of the assessments conducted by MESP and Integrated, it was seen necessary to revise the reporting period for apprentices and IPs to bi-monthly rather than bi-weekly to better capture changes. In addition, tools were simplified and feedback will be automated in order to reduce the data collection, entry and completion burden.

Mentor tasks were revised to better capitalize on technical skills rather than routine follow up on daily tasks. Suggestions included revision of the mentorship phase to make it more assignment-driven with mentor written feedback, rather than mentor checkups, in order to strengthen individual skill sets.

Community of Practice

Over the course of FY 2017, MESP conducted two CoP sessions. To ensure the first session was relevant and useful for IP M&E staff, MESP conducted a survey in January 2017 to allow IPs to select a topic and suggest other topics potential participants would be most interested in discussing, as well as individuals or Activities interested in speaking and sharing their experience in greater detail. Participants were also asked if they used an internal GIS system and if they would be willing to present or share the system and its benefits with other IPs. Topics of interest included, internal evaluations, quarterly reporting, and GIS, among other topics.



Figure 1 Internal Evaluation Community of Practice

As a result of the survey, MESP conducted the first CoP session on *Internal Evaluations* in February 8, 2017 at Holiday Inn Hotel. Session guest IP speakers from LENS and JCP, shared their perspectives and experiences in evaluations: the purpose, tool development, learning and adapting. The session was followed by a general discussion with participating IPs. The session was attended by a total of 31 participants representing 15 IPs, including two attendees from PRO.

Based on interest from the PRO, MESP conducted the second CoP Session on *Integrating Gender* in collaboration with Takamol in August 2017 in Le Royal Hotel. The purpose of this CoP session was to bring together the MEL practitioners and the Gender community together in order to tackle MEL from a gender perspective; and to go beyond mainstreaming gender in indicators and data segregation to further telling a gender-sensitive narrative through monitoring, evaluation and learning.

Speakers at this session were drawn from Takamol, LENS, CIS and CEPPS/NDI. The session was attended by a total of 51 participants representing M&E staff and the Gender CoP for USAID Activities. A post-MEL conference thank you event was also organized after this event to celebrate the MEL conference and pilot a different type of informal relationship building forum.

In line with MESP's standard practice, MESP developed and shared an evaluation form to assess the utility and relevance of the content and the manner in which it was delivered. Attendees were provided the form with seven questions to be completed anonymously. Overall, the response was very positive as all respondents rated the session as 'good' or 'excellent'. IPs also suggested topics of interest that could be discussed in future sessions, several of which MESP is already planning to address either through the future CoP sessions or through formal training. Topics included:

- Gender integration in the Education sector
- Theory of Change Narrative

- M&E related to youth development, cohesion building, and community engagement
- Most Significant Change
- Mission indicators: data collection methods and other IP experiences working on these indicators
- Sampling strategies at the country level
- Data collection tool design
- Report writing to the Mission

USAID/Jordan 2017 Annual MEL Conference

Building on the achievements of the 2016 USAID/Jordan M&E Conference, MESP and PRO organized the USAID/Jordan 2017 Annual MEL Conference, bringing together 122 Mission and IP MEL practitioners and managers to learn, share experiences, and discuss new and innovative MEL approaches.

From the early stages of planning, in continuation of PRO and MESP's emphasis on collaborating with IP staff, the conference was intended to be 'designed by IPs for IPs'. With this in mind, PRO and MESP reached out to IPs interested in being part of the planning of the conference, key MEL specialists from several IPs joined by PRO and MESP staff, met and discussed all aspects of the conference. Based on feedback from last year's conference, the conference duration was increased to two days in order to facilitate other important adaptive improvements, including a number of international MEL experts and the new IP "MEL Expo" collaborative learning space.

The conference brought together international and local subject matter experts, including representatives from several USAID/Washington Offices, USAID/PPL and LER, and global support activities, USAID LEARN and MECap under one planning and coordination framework. Its mission was to ensure effective coordinated efforts to identify and highlight the opportunities CLA has to offer among all seven conference sessions in an attempt to address the multi-faceted challenges faced by USAID/Jordan in a way that triggers continuous learning.



The conference objectives were to (i) promote learning and collaboration of MEL best practices among MEL practitioners of USAID/Jordan IPs and Mission staff and (ii) highlight distinctive MEL work conducted in Jordan by USAID/Jordan IPs. The conference also integrated multiple themes: advancing and showcasing USAID/Jordan IPs' results and successful MEL practices, sharing knowledge, best practices, and lessons learned, as well as Demystifying CLA.

A new element to this year's conference was the "MEL Expo" space, which emerged based on evaluation feedback from last year's conference that called for more opportunities to collaborate and learn from other Activities. The objectives of the MEL Expo included: (i) showcase work done or being done by IPs; (ii) increase collaboration amongst USAID/Jordan MEL professionals; and (iii) create synergies between IPs in common fields of work. The exposition space featured booths developed and hosted by 15 IPs where they displayed their most innovative and creative approaches for disseminating and displaying: results and lesson learned, MEL tools and solutions, reports, maps, data visualization models, and other products. To engage those beyond the M&E community, 41 Chiefs of Party or

representatives of USAID Activities also participated in the event. The Expo's prominence was also elevated with opening remarks from the Mission Director.

Throughout the conference, MESP utilized an instant polling software (PollEverywhere) to improve interaction with the audience and learning from the event. Polls were pushed to the audience through their smartphones allowing them to respond and view the data collected in real time. The tool was used for voting during the EXPO for the three best booths supporting learning, allowing those in attendance to anonymously submit their votes. The polls were also used to evaluate the event as a whole as well.

"Thank you for organizing another great conference for continued learning."

The conference ended with an appreciation segment. Deputy Mission Director Nancy Eslick and Program Office Director Daniel Sanchez-Bustamante handed out appreciation certificates to the conference speakers and panelists and for the three winning Expo booths from which participants voted they learned the most. Moreover, the first round of KaMP competition winners were also announced and awarded certificates.

Following the conference, a survey was developed by MESP, in collaboration with PRO, to capture participants' opinions and feedback on the organization, content and session topics of the conference and Expo, including any recommendations and improvements that can be made for next year's conference. The survey will also be used to help MESP identify future learning needs for IP and Mission respondents.

MESP and PRO also conducted an After Action Review (AAR) following the conference to reflect on the work done and identify the strengths, weaknesses, and areas for improvement. The AAR will also be used to help MESP and PRO plan for the MEL conference next year.

As a follow-up event, a post-conference "Thank you" event was held in conjunction with a Community of Practice (CoP) session that was conducted on August 31, 2017. Conference speakers and panelists were invited to the event, providing IPs an additional opportunity to network. The conference video was also showcased during the event.

Informal Drop-in Sessions

Resulting from MESP's CLA Self-Assessment and Year 4 CLA Action Plan, MESP piloted informal capacity building sessions with IPs to both support a culture of learning, as well as strengthen relationships with IPs to further the reach and effectiveness of MESP support. These drop-in sessions included: "How to Prepare for Evaluations," and "Conducting Baselines - Key Considerations."

The "How to Prepare for an Evaluation" session was intended to help USAID IPs prepare for upcoming evaluations of their work, whether external or internal. The session provided: a basic understanding of the different evaluation stages, both in terms of process and substance; understanding of the type of preparation and planning required for each evaluation stage; familiarity with learning opportunities throughout the course of an evaluation. The session was two hours in duration and was tailored for USAID Activity AOR/CORs, Chiefs of Party,

Lessons Learned

- Conducting the MEL Conference After Action Review enabled MESP to generate lessons learned and best practices that will be used in the planning and implementation of next year's conference.
- Based on initial data from informal drop-in sessions, there is a strong demand for informal capacity building sessions. This format for capacity building should be expanded into both monitoring and evaluation topics.

Senior Management, M&E and Technical staff. The initial session was attended by over 20 participants and to accommodate a request from BEST, MESP offered a tailored version of this session for BEST's staff at their office.

The second session in this series was titled "Conducting Baselines – Key Considerations." This two-and-a-half-hour session enabled IPs explore the different considerations associated with conducting a baseline, including the potential purposes and approaches, representativeness of collected data, different types of beneficiaries and key considerations related to comparing data over time. This training and discussion was tailored for USAID Activity M&E Staff, activity leadership and technical teams, as well as USAID AORs and CORs. This session was attended by 19 participants from different IP teams.

Review or Establish Baselines and Targets, including Surveys and Studies

JCAP Knowledge, Attitudes, and Practices Survey

In Q4 of FY2016, PRO requested MESP to review JCAP's Knowledge, Attitude, and Practices survey (KAP) for the purpose of advising on the suitability of expanding JCAP's intervention areas.

In Q1 FY 2017, MESP reviewed the KAP survey taking into consideration the survey goals and objectives, methodology, and the data gathered. Based on this review, MESP provided feedback to PRO, JCAP COR, and JCAP team in writing and during several meetings held at JCAP's offices. The feedback focused on the fact that due to limitations in the survey design, it does not represent an impact evaluation of the Activity. Additionally, MESP advised that other tools including routine monitoring performance indicator data and non-indicator data could be used to determine the performance of JCAP. MESP also provided a written feedback that summarizes MESP's recommendations to PRO and JCAP COR.

Support Implementation of the Mission PMP

No Mission DO team results framework revisions or CDCS or Miss-level performance reviews were requested during FY 2017.

Collect, Analyze and Report PMP data/Mission Portfolio Review Support

The ability to use DevResults to easily generate data required to inform this critical Mission learning and management process is a key milestone for the MIS. As part of MESP's support to the Mission, MESP has utilized the indicator data in DevResults to assist PRO in the PPR of FY2016, by manually transferring data from DevResults into the final Excel spreadsheets, which included standard pivot tables to generate basic visualizations. MESP also supported the Mission's May/June portfolio reviews by generating a requested data sheet with the indicator data from DevResults for the WRE portfolio. Details of MESP's support can be found in the section "Establish a Mission M&E MIS System" section below.

Additionally, this year, the Mission and MESP reached a key milestone in the use of GIS data: For the first time, GIS data is being easily used to generate maps required for the Mission's Portfolio Review. GIS data was used to generate maps requested by the different Mission technical offices, such as the Health office map which represents the distribution of the health sector technical areas and the level of intervention throughout the Kingdom and other maps.

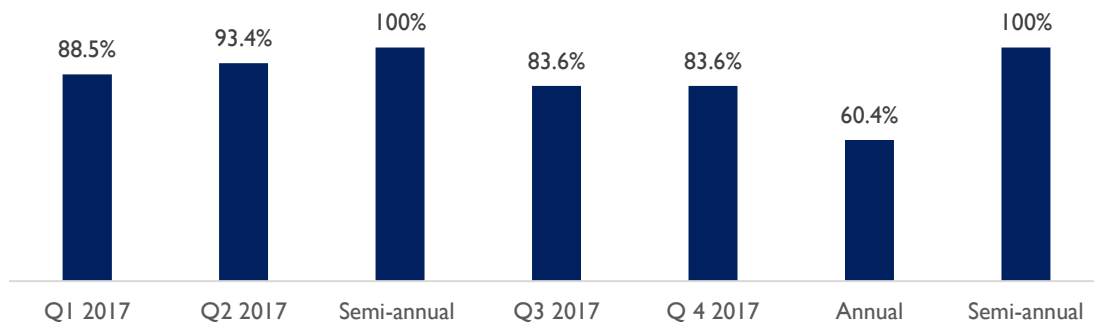
Establish a Mission M&E MIS

Ind-GL-03	Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five point Likert scale) to “My ability to use indicator data in decision-making has improved as a result of DevResults.”			
	Baseline: 31.6%	FY 2016 Actual: 30%	FY 2017 Actual: 40%*†	FY 2017 Target: 80%
	* Indicator collected on an annual basis † 4 out of 12 respondents reported they agree that “My ability to use indicator data in decision-making has improved as a result of DevResults.”			
R I.2	Percent of required PMP Indicators being reported in DevResults on schedule			
	Baseline: 0	FY 2016 Actual: 27%	FY 2017 Actual: 33.1%	FY 2017 Target: 39%
	† reported percent of PMP indicators reported in DR indicator data are actually for data from the previous quarter due to the DR IP reporting schedule			
R I.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults			
	Baseline: 52.6%	FY 2016 Actual: 52.6%	FY 2017 Actual: 60%*†	FY 2017 Targets: 80%
	* Indicator collected on an Annual basis † 6 out of 10 respondents reported they agree that IP indicator data is more available as a result of DevResults			

The majority of expected quarterly indicator data was reported in DevResults. As illustrated in Graph I below, the data for Mission PMP indicators reported is limited to only those indicators that have been actively linked to an Activity. Office PMP indicators include indicators that have not been assigned to an IP for reporting for a variety of reasons. As part of MESP AMELP review, MESP identified potential limitations to the target of the indicator *Percent of required PMP Indicators being reported in DevResults on schedule*, which was set as 85 percent. The target was established and reported on in past quarters without taking into consideration that indicators are classified and set up in DevResults based on their reporting cycle. As a result, annual and semi-annual Mission PMP indicators were included in the calculation of this indicator's denominator each quarter, but were not expected to be reported on a quarterly basis. This led to a low achievement for this indicator each quarter, which was misleading. To better reflect the reality of achievements, MESP revised the indicator target calculation and include these changes in the MEL plan.

For consistency purposes, details in the performance data table above and in Annex IV, follow the previous results. Below, results have been re-calculated to reflect the reality of the number of indicators required to be reported in each time period (quarterly, annually and semi-annually). When broken down by indicator type, on average, 87 percent of required quarterly indicators and 100 percent of required semi-annual indicators are being reported on by IPs in DevResults on time. However, only 60 percent of required annual indicators were reported on this fiscal year. Across the year, the percentage of indicators reported on schedule is 80 percent.

Graph I: Percent of quarterly MPMP indicators reported in DevResults on schedule



Impact of DevResults

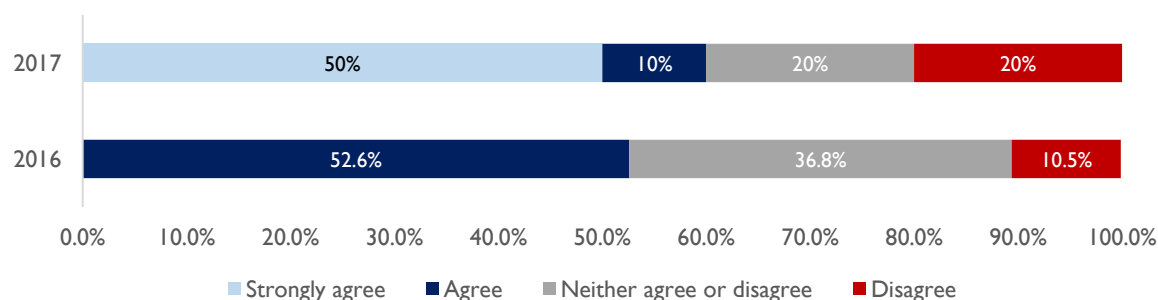
As part of the Mission survey, MESP included two questions to measure and assess the improvement in the availability and utility of indicator data as a result of DevResults through the below indicators:

Ind-GL-03 Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five point Likert scale) to “My ability to use indicator data in decision-making has improved as a result of DevResults.”

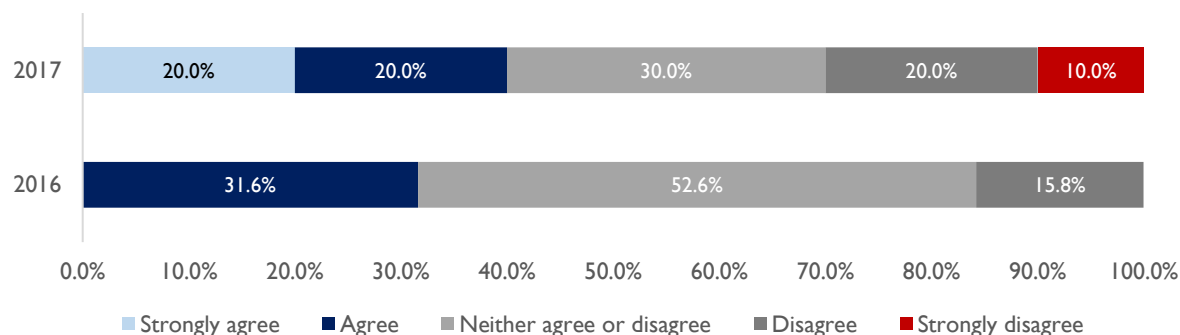
R. 1.3 Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults.

When asked: To what extent do you agree with the following statement: “IP indicator data is more available as a result of DevResults,” 60 percent agreed that IP indicator data is more available as a result of DevResults (Graph J). This percentage of reported improvement is a general indication that performance in this area is moving in a positive direction, and when comparing the result of this indicator to last years which was 52.6 percent, there is an improvement in the availability of performance data. As for the second survey question: “My ability to use indicator data in decision making has improved as a result of DevResults,” 40 percent agreed that their ability to use indicator data for decision making has improved as a result of the system (Graph K).

Graph J. To what extent do you agree with the following statement: “IP indicator data is more available as a result of DevResults.” N=10



Graph K. To what extent do you agree with the following statement: “My ability to use indicator data in decision making has improved as a result of DevResults.” N=10



While the majority of respondents indicated that data is more readily available as a result of DevResults, the results are below MESP’s target of 80 percent. While open ended responses were limited, this is most likely due to reported limitations related to the availability of indicator data. Furthermore, there are several limitations in DevResults as a reporting system, including limited functionality in the ability of Mission staff to generate reports and visualizations from the system itself.

Support to DevResults Deployment and Use

As of September 2017, the total number of active Activities registered on DevResults is 29 out of 41 active Activities.

During the year, MESP has continued providing support to the Mission in adding new Activities to the system. In FY2017, nine activities were registered on DevResults: NFE, ROLPAS, WMI, HSD, WSIP, SEED, FRPFM, and YWP. In line with MESP’s standard practice, MESP and PRO introduced and trained the Activity’s M&E staff on DevResults after receiving their AMELPs and reflecting their indicators into the system, as well as entering their targets into the system. All of the newly trained activities have begun reporting their results on DevResults. CITIES has also been introduced to the system, but they were not added as their AMELP had not been finalized by the end of FY 2017.

For those Activities previously registered on DevResults, MESP received eight updated AMELPs from current activities which are IRI, LENS, MESOC, CIS, JSEP, CISLE, LEIIP, as well as MESP. MESP updated our indicators in the system according to the updated AMELP. Additionally, as part of DevResults support, MESP has continued to provide assistance to IPs in reporting data using DevResults either via phone calls, or one-on-one meetings, as needed.

At the Mission level, and as mentioned above, MESP supported PRO in preparing indicator data reporting for the PPR FY2016. MESP worked on transferring the indicator data and results visualizations from DevResults to the PPR Excel templates developed by PRO. PRO mentioned that several challenges hindered AORs/CORs from fully utilizing the system to generate accurate reports on IP indicator data during the PPR. Challenges were primarily related to the indicators’ coding, the need to use multiple screens when verifying data, and the ability of PITO to produce accurate reports due to the issue of not displaying data under secondary disaggregation. During Fall Portfolio Review in Q1 2017 MESP also noticed that most indicators are missing targets, in addition to other shortcomings with the PITO reporting.

MESP and PRO have discussed and evaluated the system progress, its strengths and weaknesses, also the indisputable difficulties such as unavailable targets and inadequacies in PITO, which could influence the validity of reports. As per the Mission's request, MESP developed an Indicator Tracker Summary Sheet for Mission indicators. This tracker captures key information about the indicator including: activities linked to the indicator, indicator type, targets, baselines, DQA status and other related information. The summary sheet tracks progress on the indicators, combining data from different sources, making it easy to share the information required to assess the current status of an indicator in key areas.

To resolve the issue of missing targets, MESP began inputting Activity targets according to the AMELP when receiving new AMELPs from current and new implementing partners. MESP also supported the Mission in reflecting the updated PMP into DevResults. As part of this process, MESP entered available targets of Mission indicators into the system. As a follow-up and while reviewing data from the EDE portfolio during the desk review within the Economic Growth Assessment, MESP noted that the sum of Activity targets often did not match the total targets for the Mission; in some cases the sum of Activity targets far exceeded Mission targets. MESP will review the extent of the issue and its implications upon request of PRO.

DevResults Systems Improvements

As part of DevResults system improvements, a major change to the Targets vs. Actuals chart was released in December 2016, laying the groundwork for all future visualizations in the system. The new visualization enables a variety of new functionalities, including choosing from one of four different graph types and color palettes. The user can also choose to display data disaggregated by Activity, geography (such as district, governorate, etc.), and any other assigned disaggregation, also choosing the reporting cycle to display data for, and downloading the visualization and its legend.

In Q3, DevResults also released a new dashboard functionality, which includes multiple, shareable dashboards and interactive widgets, the new dashboard gives the user more control over more engaging dashboards. MESP is planning to introduce the new functionalities to Mission staff in a planned AORs/CORs DevResults training. This training will be scheduled upon the request of the Mission.

Training on DevResults

During the reporting period MESP and PRO conducted two DevResults training sessions in March, a total number of 46 people attended the sessions from 26 activities. The first session was "*An Introduction to DevResults*," which is a one-hour hands-on training that provides IPs with an in-depth DevResults overview and an orientation on how to report indicators results (data entry) and generate reports. This session targets new IPs who recently joined DevResults, and new staff members from existing IPs who are already registered on DevResults. Sixteen Activities attended the introduction session, out of which six activities are new activities. The second session was an "*Advanced DevResults*" session, to review, reinforce, and upgrade users' existing knowledge and skills of using the system. Users were also trained on new dashboards in DevResults and how they can be used to improve their usability of the system. Sixteen activities attended the advanced training session.

JSEP staff were also re-trained on DevResults as their MEL plan has been finalized and approved.

Establish a Mission Geographical Information System (GIS)

ArcGIS Support

ArcGIS is being utilized as a tool to increase collaboration to better understand the breadth of USAID work, and to effectively map USAID project interventions throughout Jordan. The system is intended to benefit USAID and its partners in terms of understanding the answers to a series of key questions related to the Mission's portfolio: Who is working in a given governorate? What sectors are being

covered? Where are opportunities to further collaborate or reduce conflict in terms of working with local officials, including ensuring a unified message or combining requests for support of a governor?

As of the end of FY2017, a total of 16,499 GIS records are currently available in the Mission's GIS system. After submissions from IPs each quarter, MESP worked closely with PRO to review and clean the data, by highlighting the outstanding issues which were found in the data and sending them back to the IPs for their revision and resubmitting. Going forward, GIS will support the coordination of reporting and its corresponding Activity-level details will be required as a part of awards. IPs will be required to report geospatial data in the quarterly reports submitted to USAID.

This year, MESP has continued to support PRO by producing maps with existing IPs' GIS data to support a variety of purposes, at the request of the PRO:

- Map showing USAID Assistance in Support to Jordan's Response to the Syrian Crisis, which has been shared by USAID/Jordan during the annual Missions Directors meeting in Frankfurt and the Fourth Annual GIS Specialists' Workshop in Washington, D.C.
- USAID Activity distribution in Karak and Al-Azraq, at the request of the PRO
- Distribution of USAID/Jordan Activities across the Kingdom, at the request of the PRO. The wall map illustrates interventions by sector and the type of support.
- Two maps for both Amman and Irbid showing locations of infrastructure support for education and youth sector NFE activities, produced at the request of PRO.
- Two maps showing Economic Development activities: one map displayed the number of activities per municipality in Jordan, and the other map displayed the locations of the activities in each municipality in Jordan.
- Map for Democracy and Governance Activities showing all DG activities and type of support. Two other maps were produced for Youth Power communities: one showing the 20 targeted communities and the other showing the number of activities in each targeted community.
- Map of USAID Jordan Electoral Intervention by Municipality which shows the type of support and activity related to the election.
- Map of Education and Youth Interventions showing all the education data, including type of support, activities names and number of schools per governorate.

This year, the Mission and MESP reached a key milestone in the use of GIS data: For first time, GIS data is being easily used to generate maps required for the Mission's Portfolio Review. GIS data was used to generate maps requested by the different Mission technical offices, such as the Health office map representing the distribution of the health sector technical areas and the level of Intervention throughout the Kingdom, among other maps. A map was also developed for the Water portfolio, "*Accomplishment of Water Projects for 60 years in Jordan*". This map includes all water sector USAID/Jordan Activities between the period from 1951-2017.

Any map approved by the PRO for public dissemination has been uploaded to the KaMP and featured in the MEL Newsletter.

GIS Training

In February 2017, PRO and MESP conducted three GIS training workshops for IPs. Sessions were based on sector and a total of 23 participants attended the GIS training. The purpose of the sessions was to reemphasize the importance of GIS data collection and structure by IPs to make the data useful for visualization and analysis, and to effectively map USAID project interventions in Jordan. In addition, the sessions served to increase collaboration and better understand the breadth of USAID's work. The training focused on the need for up-to-date and accurate data on intervention locations and other intervention information in order to produce quality maps. IPs learned more about how to best report GIS coordinates and corresponding activity-level details to ensure standardized, comprehensive and timely availability of geospatial data.

In September 2017, a GIS training session was also conducted during the Apprenticeship Program. The purpose of the session was to introduce the apprentices to the fundamentals of the GIS, in addition to a thorough explanation of the requirements of the GIS submissions by IPs to USAID/Jordan.

R2. Project/Activity Evaluation Strengthened

Evaluation Assistance

Ind-GL-02	Percent of MESP-conducted evaluations/special studies that Mission staff reported they used to inform future programming.				
	Baseline: 0	FY 2016 Actual: 100% (SHOPS)	Q4 FY 2017: N/A	FY 2017 Actual*: 100% (JLGF)	FY 2017 Target: 100%
	*Indicator collected on an Annual basis.				
R 2.1	Percent of MESP-conducted evaluations/special studies where Mission staff reported that final reports provided all or most of the information required to perform the specified management purpose				
	Baseline: 0	FY 2016 Actual: 100%	Q4 FY 2017: N/A	FY 2017 Actual: 100% (JLGF)	FY 2017 Target: 100%
	Comments: No evaluation utilization interviews were conducted in Q4.				
R 2.3	Percent of evaluations/special studies implemented by MESP that Mission staff reported as delivered at the right time for them to meet the evaluation management purpose				
	Baseline: 0	FY 2016 Actual: 100%	Q4 FY 2017: N/A	FY 2017 Actual: 100%	FY 2017 Target: 100%
	Comments: No evaluation utilization interviews were conducted in Q4.				
R 2.4	Number of evaluations/special studies completed by MESP				
	Baseline: 0	FY 2016 Actual: 4	Q4 FY 2017: 0	FY 2017 Actual*: 2	FY 2017 Target: No target
	*Year 4 completed evaluation/special studies: JLGF, SDO4				

Mission Learning Agendas

At the beginning of Year 3, MESP worked with PRO and Mission DO teams to develop initial Learning Agendas/Plans for Economic Development and Energy (EDE) and Education and Youth (EDY) DOs to consolidate impact and performance evaluation questions with other learning questions identified by

Mission staff. While these efforts have not yet resulted in formal final learning plans/agendas, these discussions have contributed to advancing Mission learning processes including identification of the need for an EDE assessment focused on informing Mission decision-making related to job creation and employment interventions and corresponding targets, as well as approval by the EDY team for MESP to move forward with the preparation of detailed designs for IEs focused on learning outcomes. Both of these learning needs were met through MESP activities.

Additionally, stemming from discussions around the CITIES IE (described below), the utility of a General Population Survey to support learning across the Mission's DOs emerged. In developing the design for the survey, MESP conducted learning agenda sessions in August with three Mission technical offices (DRG, EDE and WRE), as well as several IPs (CITIES, IRI, NDI, LENS) to ensure survey questions meet the learning needs of DO teams.

MESP will continue to support learning agenda development and implementation in FY 2018 and beyond upon request from PRO.

Performance Evaluations

Jordan Loan Guarantee Facility (JLGF) Final Performance Evaluation

JLGF is a five-year cooperative agreement between USAID, the U.S. Overseas Private Investment Corporation (OPIC), and Global Communities. The Activity was designed to leverage a \$250 million OPIC guarantee facility with a \$9.4 million investment from USAID in the form of technical assistance to banks and small and medium sized enterprises (SMEs). Technical assistance was meant to strengthen bank underwriting of SME loan applications as well as improve SME capacity to present appropriate financial information to banks, thereby improving SME access to finance.

MESP conducted a final performance evaluation of the JLGF Activity in the closing months of the agreement. From June through August 2016, the evaluation's final report was submitted September 5, 2016. Over Q1 FY 2017, the evaluation team received and responded to final comments from the Mission. The final version of the report was delivered and approved in Q2 and is uploaded to KaMP and USAID's DEC; http://pdf.usaid.gov/pdf_docs/pa00mmhh.pdf.

Community Engagement Project (CEP) Mid-term Evaluation

A team of one Jordanian and three international consultants conducted a mid-term performance evaluation with the management purpose of guiding shifts in project implementation during CEP's last twelve to eighteen months to enable a strategic exit from communities, particularly those that may receive support from the upcoming USAID CITIES Activity. The evaluation included quantitative and qualitative data. Quantitative data collection included: a phone survey with 232 current and former members of the Community Enhancement Team (CETs), and a household survey with 1,589 households in a representative sample of the population in the 20 CEP target communities in Ma'an City, and Irbid, Mafraq, and Tafleh Governorates. Qualitative data collection included: 47 interviews; and 13 focus groups, nine with CETs in selected communities and four with beneficiaries of selected CEP grants activities. The evaluation was supported by MESP's local subcontractors, Integrated Solutions, which provided the team's Senior Sector and Country Specialist, and Mindset, which conducted quantitative data collection and supported qualitative data collection. The evaluation team was also supported by an interpreter and two local research assistants. MESP submitted the first draft of the report on November 27, 2016. MESP received USAID's comments on the first draft in Q2, the evaluation team responded to the comments, and shared the second draft of the report with the Mission on May 27, 2017. Once approved, the final report will be published on KaMP and USAID's DEC.

Special Development Objective #4 (SDO4: Gender Equality and Female Empowerment) Evaluation

The purpose of this evaluation is to provide USAID with an analysis and strategic recommendations on the effectiveness of the program strategy and the administrative approach that supports SDO4 in order to mainstream gender across USAID programming. The evaluation results will help inform USAID programmatic decisions for the future of the SDO and the Gender Team.

The SDO4 was established in 2012 as part of 2013-2017 CDCS. The SDO, through stand-alone results, supports and complements the other DOs. At the same time, strategies to achieve female empowerment and gender equality across sectors were integrated into the other DOs. Intermediate results and performance indicators were developed for the SDO. Internally, USAID established the Gender DO Team composed of representatives from the technical and support offices within the Mission housed by the DRG Office.

The evaluation was conducted during the second quarter, concurrently with the Takamol evaluation. The evaluation team utilized qualitative key informant interviews as their primary data collection approach to capture the opinions and perspectives of the different stakeholders, ranging from various offices within USAID/Jordan to implementing partners of current activities. The evaluation team conducted a debrief presentation for the Mission Director, and the evaluation draft report was submitted to the Mission.

Feedback from the Mission was received during Q3 and addressed by the evaluation team during this quarter. The content of the report was approved by USAID and the final version of the report was submitted to USAID at the beginning of Q4 and was also be uploaded on Jordan Development KAMP and USAID DEC: http://pdf.usaid.gov/pdf_docs/PA00MV2Z.pdf

Takamol Mid-Term Performance Evaluation

The USAID Takamol Activity is USAID's flagship activity under SDO 4: a five-year cooperative agreement with the International Research and Exchanges Board (IREX), with a total value of \$13,800,000 covering the performance period of May 1, 2014 through April 30, 2019. To support SDO4, "Gender Equality and Female Empowerment Enhanced," Takamol is implementing activities to promote changes in discriminatory social norms and practices and enhance advocacy and policy reforms. In Q3, MESP finalized the mid-term performance evaluation designed to provide USAID with findings and strategic recommendations to inform implementation. Six evaluation questions examined implementation across: effectiveness, sustainability, credibility, synergy and learning. To answer these questions, a mixed-methods approach was utilized, collecting data and engaging a wide range of stakeholders through secondary data, quantitative survey, and qualitative interviews. To strengthen the utility of evaluation recommendations for learning and adaptive management, MESP continued the practice of facilitating a "co-generation of recommendations" session with PRO and the Takamol AOR. This session allowed USAID and MESP to discuss findings and conclusions in more depth and ensure recommendations were as useful as possible for both Takamol and USAID before the finalization of the evaluation report.

A draft evaluation report was submitted to PRO on May 30, 2017.

BEST Mid-Term Performance Evaluation

In Q3, USAID/Jordan requested MESP to conduct an external mid-term performance evaluation of the USAID/ Building Economic Sustainability through Tourism (BEST) Activity, a five-year project, with a total value of \$36,149,869.00 covering the performance period of June 1, 2015, ending on May 31, 2020.

The objective of this evaluation is to provide USAID with findings and strategic recommendations related to the effectiveness of the Activity's interventions mainly the access to finance component, and marketing approach. The evaluation results will help inform USAID's implementation decisions Year 4 and 5 of BEST's programming.

MESP team held a meeting with PRO and the activity COR on June 6, 2017. Following this meeting the MESP team developed a draft evaluation SOW and shared it with PRO for comments and feedback, on June 24, 2017. The SOW was approved, after which MESP completed the evaluation team recruitment. The evaluation field work is scheduled to begin in October 2017.

Impact Evaluations

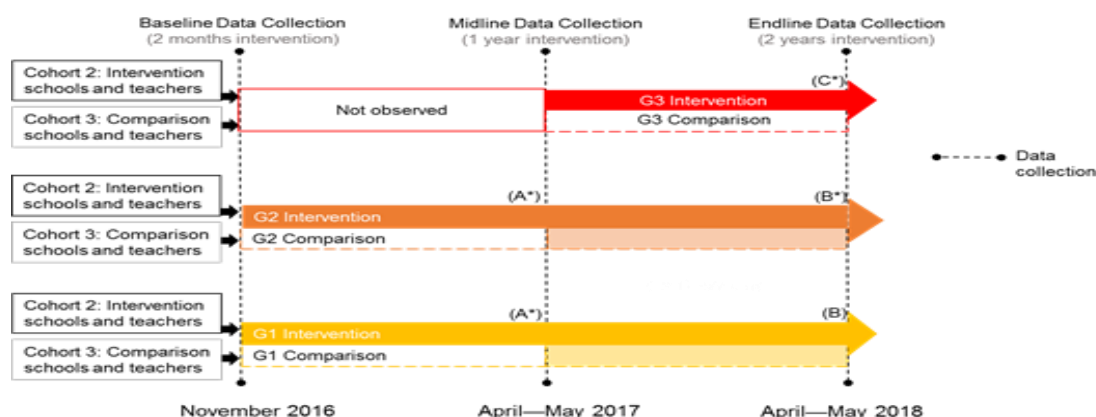
Jordan School Expansion Project (JSEP)

In FY2016, USAID requested MESP to develop an impact evaluation design for JSEP, and the evaluation design was shared with the Mission in Q4 FY2016 for comments and review. In July 2017, the EDY team observed that the data collected through the RAMP IE may be able to provide some good analyses for effect of physical infrastructure on student learning and therefore decided against proceeding with the JSEP evaluation. Moreover, as the design required baseline data collection in May 2017, by July 2017, the proposed design was no longer relevant. Based on consultation with the USAID team however, the MESP team is currently exploring potential approaches (for example, a review of RAMP IE data and additional data collection) to rigorously answer the evaluation questions in the JSEP design.

RAMP IE

As part of the USAID Jordan Mission request to conduct an impact evaluation of the RAMP project, MESP conducted a series of data collection activities. These included a matching/verification exercise to finalize the sample for the study, EGRA and EGMA testing for early grade student, observation of grade 1 and grade 2 teachers, and interviews with teachers and principals. Figure 5 below, depicts the overall design.

Figure 3. Study design, exposure to the RAMP intervention and data collection timeline



Matching/Verification Process

The purpose of this exercise was to identify appropriate school-level treatment and comparison matches. This exercise started with random selection of treatment schools, once Ministry of Education

approval was obtained. The key data characteristics of selected schools were used to select potential comparison schools, using the EMIS data. Data collection was conducted in 422 schools (115 treatment and 307 potential comparison schools). Fieldwork for this exercise was implemented from October 10-13, 2016, and was conducted in consultation and coordination with relevant directorates and schools. Data collection was conducted by a team of 30 data collectors, who were supported by three quality assurance field officers, two logistics officers, two data entry specialists and a data analyst, under the overall supervision of two M&E Specialists from Integrated. Separate field teams were developed for field visits in the North, Center and South.

In the second stage of sample selection, Mathematica used a combination of EMIS data as well as verification data collected with the School Verification Tool to select the final sample of schools for the impact evaluation. Mathematica performed propensity score matching to equate (or balance) the characteristics of schools in the intervention and comparison groups, and used the “standardized bias percentage” measure to quantify the degree of equivalence between the two groups before and after matching. The matching procedure successfully created a sample of 120 comparison schools more similar on average to the sample of 120 intervention schools, than the 340 comparison schools included in the full unmatched sample. While the study sample needed to have at least 100 treatment and 100 comparison schools, the 20 additional treatment and comparison schools will be useful in case of attrition resulting from any unforeseen circumstances.

Baseline IE Activities

Baseline IE activities began in October with a series of extensive trainings for data collection and quality control teams, and was followed by extensive data collection exercises throughout November and December 2016. Following a preliminary findings presentation to both the USAID and RTI teams and an in-depth analysis of the baseline, the evaluation team submitted the RAMP IE Baseline Evaluation report first draft to the USAID in July 2017.

EGRA-EGMA Training, Piloting, and Data Collection

Three experts from the MSI Education team in Washington and Lebanon conducted two rounds of training. The first was a four-day EGRA-EGMA training for a team of 20 – 15 assessors and 5 Quality Control Officers (QCOs). This training included two days of practical application, and was followed by an EGRA and EGMA pilot in 20 schools in Zarqa and Jarash (Cohort 1). The second round of training was conducted by the MSI experts from October 9-13. This training included three days of training for 15 QCOs (11 new and four from the pilot exercise), followed by EGRA and EGMA training for a team of 75, 60 assessors and 15 QCOs. This training also included two-day field practice in eight schools in Zarqa. This was followed by a dry run, which included data collection in 14 schools in Jarash Governorate. During this stage, the team completed 140 student tests for grade 1 and grade 2, and 14 principal and teacher surveys. Within each school a total of 20 EGRA and EGMA tests, and two teachers and one principal survey were conducted by a team of five, including four assessors and one QCO.

The next stage data collection was rolled out in eight governorates across Jordan. The data collection team consisted of 18 groups of four assessors and one QCO, who covered a total of 242 schools during the period from November 14 - December 7. Within every school each team conducted a total of 20 EGRA and EGMA tests for grade 1 and grade 2 students, in addition to two teachers' survey and one principal survey. For quality assurance purposes a total of four Inter Rater Reliability (IRRs) exercises were conducted in each school. By the conclusion of fieldwork, the data collection team had conducted a total of 4,741 EGRA and EGMA tests (2,382 for grade 1 and 2,359 for grade 2), 922 IRRs (465 for grade 1 and 457 for grade 2), 458 teacher surveys and 242 principal surveys.

Descriptive Study and Teacher Observation

The purpose of the descriptive study is to better understand how and why the RAMP intervention may or may not have the intended and unintended outcomes. While the student focused EGRA and EMGA

testing aims to estimate RAMP's impact on student learning outcomes, the teacher observation study will examine whether, how and why do teacher instructional practices across a range of dimensions change over time as a result of RAMP training.

The teacher observation instrument was piloted in 12 classrooms (six reading and six mathematics) for both grade 1 and grade 2. In addition to resulting in changes in the instrument and its accompanying instructions, the piloting exercise also highlighted additional factors (for example resources, existing curriculum, teacher experience, etc.) that may impact the extent to which RAMP practices are visible in different classrooms. The Mathematica team modified the teacher observation instrument to reflect the learning from the pilot study.

The MESP team also developed a teacher and principal in-depth interview discussion guides. The purpose of these instruments was to develop a clearer picture of the different factors that affect the learning environment and to understand the perspectives of the teachers and principals.

To conduct data collection for the descriptive study and teacher observation, the MESP team worked with Mindset, a local data collection partner. The MESP team led the training of five observers over a three-day period from November 27 - December 1. This training also included a piloting phase in which the team conducted observation in one school in Amman. The team also conducted in-depth interviews with principals and teachers at this school. As a result of the pilot, MESP introduced an additional stage and data collection instrument to allow for more accurate data capture during teacher observation. In addition to ensuring that key observation data is not missed, this additional instrument allows for improved supervision and the ability to review and re-code data after the data collection is completed.

The in-depth interview tool was also amended to include a few quantitative questions. The new and modified tools were then piloted in five classrooms in a school in Amman.

TABLE D: Descriptive Study Sample

Each Round	40 schools School breakdown by governorate		Class Visits	Teachers interviews	Principles interviews
	Amman: 5 Aqaba: 5 Irbid: 5 Tafleeh: 5	Balqa: 5 Ma'an: 5 Madaba: 5 Mafraq: 5	80 class observations Grade breakdown Grade 1: 40 (20 Math, 20 Reading) Grade 2: 40 (20 Math, 20 Reading)	80 Teachers Grade 1: 40 Grade 2: 40	40 principles 1 principle/ school

Overall, the analysis pointed to the relatively good quality of EMIS data and was a first study of its kind to conduct such an analysis using data collected from a verification exercise that covered over 500 schools.

Midline IE Activities

RAMP IE midline activities were rolled out in mid-February, with a number of in-depth operational and technical coordination meetings with partners and stakeholders conducted to gain agreement on the different approaches and field details in light of the baseline phase implementation and data analysis feeds. These included EGRA and EGMA testing for early grade student, observation of grade 1, 2 and grade 3 teachers, and interviews with teachers and principals.

Mindset provided support for the teachers' impact observation and descriptive study implementation in 200 schools from both treatment and control schools. Mindset recruited 25 data collectors, including four field supervisors for the impact study data collection. Integrated also recruited 16 field teams, each with one QCO and four enumerators, to conduct up to 4,800 EGRA/EGMA tests from April 23 - May 24 in

240 schools in Jordan. MSI also recruited 16 QCOs to provide technical supervision for the Integrated enumerators' team.

An expert from MSI Education team conducted a three-day review and finalization of EGRA/EGMA midline tools workshop; the tools were revised in light of the baseline and piloting results. Five MSI Subject Matter Experts, six MOE representatives, three EGRA-EGMA MSI Quality Coordinators participated in revising the workshop. The tools that were revised and developed were for the end of grade 1, end of grade 2 Cohort 2, end of grade 2 Cohort 3, and end of grade 3.

Following the finalization of the tools, a seven-day training and pre-tests were conducted for a total of 25 data collectors; two-day training followed with four days of field training and piloting in schools (five teams of five trainees), and half day in for feedback session. During the training the tool was revised and re-edited according to the team's feedback and the piloting learning process.

Midline EGRA-EGMA Training, Piloting, and Data Collection

Three experts from MSI Education team in Washington and Lebanon conducted a three-day EGRA/EGMA training of trainers for 16 Quality Control Officers (QCOs) from April 18-20. This training focused on preparing the QCOs to support the six-day EGRA/EGMA training for the 74 assessors. The training included a two-day field practice in 16 schools in Zarqa, where 16 teams (each team with one QCO and four assessors) visited eight schools each day within each school a total of 20 EGRA and EGMA tests (10 G1, 10 G2) and two teachers and one principal survey were conducted by each team, this was followed by feedback sessions and quality assurance discussion. This was followed by a dry run, which included data collection in Jerash Governorate. During this stage, the 16 teams visited 16 schools. During the dry run the teams managed to complete 307 student tests for grade 1 and grade 2, and 16 principals and 32 teacher surveys. Within each school a total of 20 EGRA and EGMA tests, and two teachers and one principal survey were targeted by a team of five, including four assessors and one QCO.

Data collection was rolled out in eight governorates across Jordan from May 2 to May 24. The data collection team consisted of 16 groups of four assessors and one QCO, who covered a total of 240 schools. For quality assurance purposes a total of four Inter Rater Reliability (IRRs) exercises were conducted in each school. By the conclusion of fieldwork, the data collection teams had conducted a total of 4372 EGRA and EGMA tests (2174 for grade 1 and 2198 for grade 2), 903 IRRs (465 for grade 1 and 438 for grade 2), 446 teacher surveys and 238 principal surveys.

During the midline data collection effort, several students from baseline were found to be absent on the day of data collection, either because they had transferred out of that school or because they were not present on the day. For the latter, an attrition data collection effort began after the first week of data collection. To address this issue, one data collection team focused its efforts to collect data from absent students. These efforts resulted in reducing the number of missing students from 11.7 percent after the first visit to 6.6 percent (8% G1, and 6% G2 students) after the second visit.

Teacher Classroom Observation- Impact Baseline & Midline Descriptive studies

As part of the RAMP midline data collection, teacher observation data was collected for a descriptive and impact study during this quarter. The MESP team led an extensive training exercise with two experts attending from the Mathematica team over a seven-day period between March 25 and April 1. A total of 20 observers (four of whom had participated in the baseline descriptive study) and four data entry specialists were trained during this period.

On the first two days of the training the participants were trained using RAMP teacher class demonstration videos, followed by three-day field practice in seven schools in Amman, Balqa, and Zarqa where five teams (one supervisor and four observers) observed ten grade 3 sections each day. Within

each team a total of ten observation tools were filed (five math, five reading), with total of 150 observations at the end of the three days.

This was followed by briefing sessions to discuss the findings and to modify the instruments and approaches based on the daily feedback sessions and quality assurance discussions, to achieve an acceptable reliability score. This also ensured that the observation tool effectively captured the content and topics that were taught, instructional practice or how material was taught, the quality of the instructions, time on learning, and student engagement etc.

Midline Teacher Classroom Observation Descriptive Study

A descriptive study, involving teacher observation, was also conducted and included a sample of grades 1 and 2 teachers in 20 intervention (RAMP Cohort 2) and 20 matched comparison (RAMP Cohort 3) schools. Data collection was conducted by 20 observers between April 23 and May 4, 2017.

Approximately one fourth of these schools were also part of the baseline descriptive study sample. The remaining schools were selected based on student performance during the baseline EGRA/EGMA data collection. The updated version of the baseline observation tool was used for the descriptive study data collection.

Baseline Teacher Classroom Observation Impact Study

In addition to the descriptive study, data collection for an impact study based on teacher observation was also conducted during this quarter. The updated version of the baseline descriptive observation tool was also used for the impact study.

Following the training, four Mindset data collection teams, each with four observers and one supervisor, conducted teacher observations in 200 schools divided between treatment (100 schools) and comparison (100 schools) schools. The field implementation of the Impact study occurred from April 2-19 with a total of 509 observations for grade 3 classes (212 Math periods were observed, 297 Arabic periods were observed). The number of observations for Math and Arabic ended up being different since the observers were instructed to observe all the Math or Arabic sessions being delivered for the selected class on the day of their school visit.

CITIES IE

The CITIES initiative is intended to support the Kingdom of Jordan's recently-passed Decentralization and Municipalities laws, which operationalizes King Abdullah's vision of stronger grassroots participation to inform local level planning and decision making. CITIES' primary activities will focus on making municipal governance more effective in Jordan through development of innovative and sustainable solutions to service delivery, capacity constraints, and community cohesion in the governance structures that are closest to citizens.

At the request of the PRO, MESP conducted a desk study of relevant documents of the CITIES Activity, to ascertain the feasibility of implementing rigorous evaluation methods to estimate the Activity's impact on improving municipal governance. In January 2017, MESP conducted an evaluability assessment of CITIES, which found that an evaluation of CITIES would be plausible and useful, but that feasibility depended upon a) identifying the zones of influence of CITIES activities, and b) properly calibrating data collection in order to measure the effect of CITIES on its direct beneficiaries. To effectively review the feasibility, MESP held consultations with USAID/Jordan and the CITIES team in May, and engaged an Evaluation Specialist and a local subject matter expert in June to interview CITIES team members and conduct a document review.

The findings from these consultations and document review were presented to USAID and the CITIES team on June 18, 2017. One of the key findings was that an impact evaluation at the institutional (municipal) level seemed possible. Potential evaluation questions and hypotheses, levels of data

collection and impact indicators, and impact evaluation options were also presented during this meeting. A key recommendation included proceeding with an institutional level impact evaluation covering institutional level indicators, data collection with municipal officials and users of municipal services. A larger population based household survey was also recommended, which ultimately grew into a stand-alone omnibus survey to support learning agendas across the Mission DO teams.

The institutional level impact evaluation design shared with the Mission by end of July. The design focused on the use of the CITIES tool, the Municipal Institutional Capacity Assessment (MICA) tool. To fully review the MICA tool, and inform the design and baseline report, MESP will engage two subject matter experts in local governance and decentralization in October. In addition to the baseline report, the evaluation team will seek to develop data products highlighting key findings.

Also supporting the CITIES IE and wider DRG learning, a memo detailing the strengths and limitations of a general population survey, detailed below, was also submitted in July.

Assessments, Special Studies and Surveys

Jordan Customs Department Assessment

Jordan Customs Department aims to implement a National Trade Single Window project in Jordan, which works to include all governmental entities and relevant stakeholders with a direct involvement in trade on a unified platform. This would significantly reduce the time of release for all shipment, as well as work towards achieving an E-government platform with a paperless environment.

USAID/Jordan EDE team are considering supporting the Customs Department in their efforts to implement a national single window of information and will assess the capacity of the Customs Department to implement this effort, the feasibility of their plans and recommendations for risk factors to take into consideration and how best to monitor for the implementation of this system. PRO and MESP discussed the purpose of this assessment and its expected benefits. Mission staff were involved in the interviews of prospective evaluation team members.

An international team lead conducted the assessment. The assessment relied on a qualitative data collection approach and included around 30 interviews with key informants/stakeholders.

On May 17, 2017 MESP submitted the first draft of the report and addressed USAID's comments on the draft in early April. Once report is approved, the final report will be published on USAID's DEC.

Review of USAID Programming and Countering Violent Extremism (CVE)

In response to a USAID request in December 2016, the MESP team submitted a brief memo on January 18, 2017. The memo examined how the activities under the USAID Jordan portfolio, specifically the activities under EDY, and DRG, support CVE objectives. This memo also provided some preliminary thinking related to measuring results from activities that focus on CVE. It also identified some gaps in current programming, in addition to providing guidance on CVE considerations for current and future programming.

The research for this memo was done in consultation with PRO. This was followed by a review of secondary data focused on the CVE phenomenon in Jordan, review of the activities in the USAID portfolio and in person interviews with the directors of DRG and EDY DO offices, and the Madison Springfield Incorporated (MSI) team that completed a CVE assessment in Jordan in late 2016. As of early March 2017, PRO shared this paper with their colleagues in Washington to solicit their feedback and guidance. The Program Office team also indicated that they may consult with the MESP team in future to consider options for making their existing programming more targeted and intentional and for helping to identify either existing indicators or identify appropriate additional CVE-related indicators.

Economic Growth Assessment

The USAID/Jordan EDE team requested MESP to undertake a broad-spectrum Economic growth and Competitiveness Assessment during a meeting on April 18, 2017. As part of this assessment, the MESP team was also requested to identify the interventions and approaches that have had a positive impact on competitiveness and economic growth in Jordan, whether implemented as part of the USAID EDE portfolio or implemented by other actors, such as other donors and/or the Government of Jordan (GoJ).

This assessment will serve as a follow-up to the 2012 Jordan Economic Growth Assessment to critically examine Jordan's economic growth trajectory and competitiveness, as well as major challenges and opportunities to inform USAID's understanding of economic growth and employment strategies for the country. Specifically, the assessment will examine and present changes, opportunities, challenges, lessons learned, donor mapping and specific recommendations at two levels:

1. Sectors of the Jordanian Economy
2. Jordan's macroeconomic situation

With an emphasis on learning to inform future programming, the assessment will also focus on identifying and understanding the most effective interventions, especially as they relate to competitiveness and economic growth.

Related to the above, a team of 7 members was appointed and approved by USAID for this EG Assessment.

MESP, along with three of the EG Assessment team members held a meeting with the EDE team and Program Office on August 9, 2017. Subsequently, the assessment team began their preliminary research and document review during the month of August. A first draft of the evaluation design for the assessment was submitted to USAID on October 1 for initial review.

Data collection and field work will be carried out during October through November. A list of donors was identified and shared with USAID for the donor mapping exercise, and outreach to donors began in September. During the month of October; the assessment team will also conduct interviews with donors/implementers, government officials, EDE staff in USAID, other section/agency heads at the American Embassy as well as key stakeholders in the private sector in order to understand their perceptions, challenges and opportunities. The assessment team is also working on developing a private sector questionnaire that will be submitted to USAID for approval during the first week of October. The draft assessment report and presentation for USAID is planned to take place in December 2017.

General Population Survey

Stemming from discussions around the design of the CITIES impact evaluation, a general population survey was identified as a possible data collection exercise to inform both the evaluation and learning agenda questions across the USAID DOs. While the general population data collection was less likely to provide a measure of activity impact, it was seen as useful for understanding the overall context and for answering learning agenda questions. The overlap of the population survey with the CITIES IE, as well as survey data collected by CITIES, will provide the evaluation team with data on both CITIES and non-CITIES household data that will inform the overall analysis and may be able to detect changes in citizen perception as a result of increased capacity and services from the municipality. Separate analytical documents will examine broader questions of USAID programming effectiveness generated by the

population survey and learning agenda. At the request of USAID, MESP also prepared a brief memo detailing the benefits and limitations of doing a larger population based survey, the learning opportunities for USAID and CITIES, potential scenarios and sample sizes and division of labor between MESP and CITIES team. This memo was shared with USAID in July.

Beyond informing CITIES' learning agenda, the general population survey was also seen by the PRO as an opportunity to collect data to support learning agendas across the DOs. To this end, MESP conducted learning agenda sessions with the USAID DRG, EDE, and WRE technical offices to identify critical learning questions to inform programming. In addition, MESP also met with several Activities as part of this exercise, including CITIES, IRI, NDI and LENS.

The general population survey is scheduled to be implemented in Q2 FY2018.

Evaluation Utilization

Evaluation Utilization Assessment - CIS Evaluation

During this year, MESP conducted the CIS evaluation utilization review. MESP interviewed CIS M&E Manager and CIS AOR to solicit their feedback on the utility of evaluation report and recommendations. The CIS utilization review is of particular relevance since it is a mid-term evaluation, and presents much more opportunity for immediate adaptive management based on the resulting findings, conclusions and recommendations.

The USAID CIS Activity aims at cultivating a strong and vibrant civil society in Jordan through supporting a broad range of civic initiatives. USAID CIS is a five-year program (2013-2018) implemented by FHI 360. This CIS evaluation was conducted between July and October 2015. The first draft of the CIS Midterm Evaluation Utilization Assessment was submitted to USAID on June 1, 2017. The utilization assessment provided an analysis of the utilization of the mid-term evaluation of the USAID Civic Initiative Support Program (CIS). This assessment primarily relied on a review of the integration and adoption of evaluation recommendations within the decision-making process of ongoing and follow-up activities.

This utilization assessment was primarily based on a review of CIS's responses and proposed actions to the evaluation recommendation. MESP team also extensively consulted with the Civil Society Sector Advisor / Evaluation Specialist on the evaluation team, in addition to having in-depth interviews with a senior member of the CIS team and the current USAID AOR. Since this assessment relied on a review of the formal responses by the CIS team, a key limitation of this assessment is that no actual validation was done to verify whether the actions listed by the CIS team have been undertaken. This assessment however, does highlight several possible opportunities to track and monitor the activities that respond to the evaluation recommendations. Overall, CIS was very proactive and adopted most of the evaluation recommendations through selected program interventions and activities that are being implemented for phases six and seven. Of the 29 recommendations made by the evaluation team, CIS was addressing 23 at the time of the assessment, two were partially addressed and for one recommendation, CIS was awaiting a discussion with USAID. At the USAID level, there were no recommendations specifically addressed to USAID. Additionally, the AOR interviewed for this assessment was

Lessons Learned

Recognizing the value of increased collaboration with Mission stakeholder in ensuring and improving the quality of various aspects of evaluations, PRO/MESP modified several of its previous evaluation processes, including involving Mission staff in the co-developing recommendations for evaluation reports in partnership with Mission stakeholders.

assigned to the evaluation after the evaluation was approved, and was the fourth AOR assigned to the Activity. This was noted as a challenge that could potentially impact the nature and extent of USAID utilization.

The MESP team submitted the first draft of the Evaluation Utilization Assessment of the CIS Midterm Evaluation in June 2017. USAID reviewed and approved this draft in July 2017.

Evaluation Utilization Assessment - JLGF Evaluation

The MESP team shared the utilization assessment matrix for the JLGF evaluation with USAID on June 14, 2017. The USAID team provided their written responses on June 29 and also shared the same matrix with the JLGF team to provide their responses. The JLGF team provided their input in July 2017. MESP team also shared some specific utilization focused questions with USAID on June 29. Preliminary responses indicate that many recommendations, primarily directed towards USAID with regards to future programming, were acknowledged by both USAID and JLGF, with five recommendations considered by USAID in the future design of the Activity, and one recommendation partially addressed. JLGF acknowledged the recommendations and provided feedback on the feasibility and possibilities with regard to implementing the recommendations within a future Activity.

In terms of next steps, MESP is currently finalizing the assessment of the responses from USAID and the JLGF team, which will be followed by in-depth conversations with the activity COR and JLGF team. The findings from the formal responses and in-depth conversations will be assessed in the evaluation utilization assessment, scheduled to be completed in Q1 FY2018.

Evaluation Protocols and Procedures

As a way to strengthen the evaluation process, MESP, in collaboration with and at the request of PRO and Mission technical teams, continue to implement several new evaluation procedures to improve the quality of evaluation teams and resulting reports. One new approach employed this year was to involve Mission staff in the interview process of proposed evaluation team members. This was requested by the Mission, and was employed for the Takamol and Jordan Customs Department Assessment. While many factors influence the quality of an evaluation and evaluation utilization, this method could have potential to build greater buy-in for the evaluation team and process within USAID technical offices if it is demanded or needed. Recognizing the demand-driven nature of this approach, MESP is open to continuing this process if requested by the Mission.

A second new evaluation procedure implemented this fiscal year was the co-generation of evaluation recommendations. Through the lens of CLA, PRO and MESP identified a need for enhancing collaboration between evaluation team members and USAID activity managers in order to ensure that evaluation recommendations were developed and worded in ways that would increase the likelihood of their utilization for improving programs. Despite initial concerns that increased involvement of USAID staff in the recommendations development and revision process could undermine the independence of the evaluation team, this co-generation of recommendations session was added to the overall evaluation process where evaluation stakeholders would discuss findings and conclusions made by the evaluation team, and collaboratively cogenerate the final actionable recommendations. Throughout this process, it is made very clear to all participants that USAID's role in this process is purely advisory and that the evaluators have complete freedom to decide to use any of the Mission team's feedback and suggestions in their final reports. Such assurances are critical to ensuring the independence and integrity of the evaluation process. As a result of all stakeholders' openness to continuous learning and improvement, these sessions, attended by USAID technical managers of the Activity being evaluated, the evaluation team members, PRO, and MESP staff, have resulted in perceived improvements to the utility of the final recommendations without undermining the integrity of the evaluation process. More useful recommendations are expected to facilitate more efficient and effective utilization of evaluation results for adaptive management by Mission and implementing partner staff, resulting in improved development outcomes for the people of Jordan.

This new approach was first implemented through the JLGF evaluation, and was subsequently integrated into the Takamol evaluation as well. While there are multiple factors affecting the utilization of evaluation recommendations, this process has been perceived as useful by MESP and PRO, and preliminary analysis of evaluation utilization for the JLGF evaluation is positive.

This process was also used as a case study, and was a top-ten finalist, developed by MESP on behalf of the PRO for the global CLA Case Competition conducted by USAID/PPL.

R3. Effective Communication of Selected Mission Results Implemented

Strategic Communication and Strengthened Collaboration

R 3.1	Percent of evaluations/special studies implemented by MESP that Mission staff reported that the final reports/communication products were effective in conveying intended messages				
	Baseline: 0	FY 2016 Actual: 100%	Q4 FY 2017: N/A	FY 2017 Actual: 100%	FY 2017 Target: 100%
	Comment: No evaluation utilization interviews were conducted in Q4. *Conducted evaluation utilization for JLGF in Q3.				
R 3.2	Number of communications products produced and disseminated (excluding final reports)				
	Baseline: 0	FY 2016 Actual: 11	Q4 FY 2017*: 1	FY 2017 Actual: 19	FY 2017 Target: 10
	*Fourth edition of the MEL newsletter was shared in Q4.				
R 3.3	Number of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to KaMP."				
	Baseline: 0	FY 2016 Actual: N/A	Q4 FY 2017: 88.5%	FY 2017 Actual: 88.5%	FY 2017 Target: 100%
R 3.4	Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to KaMP."				
	Baseline: 0	FY 2016 Actual: N/A	Q4 FY 2017: 84.6%	FY 2017 Actual: 84.6%	FY 2017 Target: 100%

MESP Communications Products

In Q4, MESP incorporated a waiver to release photos, videos and audio captured at MESP events and workshops into attendance registration sheets signed by participants. This allows for the utilization of photos, videos and audio taken during MESP events to be used in various communications and reporting products. Registration sheets were updated with a signature column for the consent of photography and use of photos to be signed by participants, and one page Waiver disclaimer is printed along with the registration sheet for more information about the waiver and containing the details of the event/workshop.

Apprenticeship Program

Following to the successful completion of the M&E Apprenticeship Program, MESP held a graduation ceremony in Q2, hosting the 13 apprentices who completed the Apprenticeship Program, with the presence of Mission and IP staff. A seven-minute video was produced specifically for the graduation.

At the request of PRO, MESP worked with the producer on re-editing, shortening the video, and including Arabic subtitles. The updated version has been shared with PRO and approved to be shared on social media channels. The short version video was shared on [USAID/Jordan Facebook page](#), [MSI LinkedIn](#), and [TetraTech website](#).

Promotion and recruitment began for round two of the Apprenticeship Program. The promotion targeted IPs interested in participating within the Program. MESP updated the FAQs to address as many anticipated questions as possible, which was shared with IPs via email. The promotion also targeted potential candidates. MESP developed and disseminated a recruitment flyer detailing the program and the specifications for applying. MESP established a direct email for those applying and seeking further information. The program received overwhelming interest from both IPs and potential candidates.

As part of the Module revision, MESP's communications team worked with technical staff to ensure consistency between all training and supporting materials through review, editing, branding, and printing.

For the second round of the Apprenticeship Program, MESP will also produce a video demonstrating the structure and the successes of the program. The video production will commence during Q1 2018.

USAID/Jordan 2017 MEL Conference

In support of the first USAID/Jordan M&E Conference, MESP developed a post conference report in order to document and share the outcomes and lessons-learned from the conference. The report included information on M&E collaboration between USAID/Jordan Activities, suggestions regarding the upcoming CoP sessions, insight into challenges facing M&E practitioners, and other suggested M&E learning opportunities. In addition, post-conference responses to participants' questions are included in the report. Please click on the following link to view the report:

<https://jordankmportal.com/resources/first-usaid-slash-jordan-m-and-e-conference-post-conference-report>.

All the conference material can be found on KaMP on the "USAID/Jordan's First Annual Monitoring and Evaluation" collection or by clicking [here](#).

Following the success of the first USAID/Jordan M&E conference and at the request of IPs, MESP, in collaboration with the Mission, planned a second conference. In support of the USAID/Jordan 2017 MEL Conference, MESP developed and disseminated a promotional flyer that was included in an earlier invitation email to IPs. During the event, PRO and MESP sought support from the USAID Development Outreach Communications (DOC) team and Al Nasher to provide roll-ups and banners, which were used during the event. In addition MESP worked with a design company to produce several roll-ups and other branding materials bearing the conference logo.

As the sessions were conducted by IP staff, MESP reviewed the presentations to ensure they were consistent with USAID guidelines. All the conference material can be found on KaMP under "USAID/Jordan 2017 MEL Conference" collection or by clicking [here](#).

To promote and celebrate the success of the second MEL conference, MESP produced a long video, which debuted during the post-conference thank you event attached to the Q4 CoP Session. MESP is currently in the process of finalizing a short version of the video which can be disseminated on social media channels.

Evaluation/Assessment Infographics and other Communication Products

A RAMP impact evaluation Roadmap infographic is in its final stages and will be shared with PRO for final approval during Q1 2018. The Roadmap will take the viewer through the baseline of the impact evaluation and the amount of effort in finalizing this impact evaluation including the number of schools

visited, number of students, teachers and principals interviewed, the tools utilized such as EGRA/EGMA, and the timeline in which this evaluation was conducted.

Additionally, at the request of PRO and as part of the wider dissemination plan for the CIS mid-term evaluation report, MESP developed a two-pager summary in English and Arabic. The purpose of the evaluation was to assess the effectiveness of CIS' grants-making approach, capacity building efforts and extent of GoJ-CSO interaction in order to inform USAID and CIS's work plan development and implementation for the remainder of the program. The evaluation looked at Activity implementation as well as CIS program design and objectives in light of the Civil Society Assessment completed in August 2015. The full summaries can be found on the following links:

English – <https://jordankmportal.com/resources/cis-mid-term-evaluation-two-pager-summary>.

Arabic – <https://jordankmportal.com/resources/cis-mid-term-evaluation-two-pager-summary-arabic>.

MIS/GIS one-pager

At the request of PRO, MESP developed a one-pager for the MIS/GIS that gives an overview of the Mission's DevResults – Management Information System (MIS) and ArcGIS - Geographic Information System (GIS), and demonstrates the utility of these systems. The Mission shares this document with new Activities. The one-pager can be accessed on the following link:

<https://jordankmportal.com/resources/one-pager-usaid-slash-jordan-information-systems-devresults-and-gis>.

MEL Matters Newsletter

In order to reflect the learning aspect in the M&E field, the name of the newsletter has been changed from 'M&E Matters Newsletter' to 'MEL Matters Newsletter'. The third edition of the 'MEL Matters Newsletter' was launched on January 5, 2017. This issue was shared with 94 subscribers. The newsletter report shows 88.3 percent successful deliveries, with a 28 percent open rate (131 opens) from viewers in Egypt, USA, Jordan, and more.

The third edition covered topics including, the KaMP competition, MESP upcoming events, updated Quarterly and AMELP templates, recent evaluations and assessments, GIS update, and USAID/Jordan post conference information.

In Q4, MESP released the fourth edition of the MEL Matters Newsletter, with updates on the KaMP Competition winners, KaMP public launch and the two-minute video MESP produced to advertise KaMP and its features. The video was shared on USAID/Jordan Facebook page and USAID/Jordan YouTube channel.

A major feature in the fourth edition of the MEL Matters Newsletter was the CLA framework and the self-assessment process that aims to encourage IPs to express their interest in taking a deeper dive into the CLA processes. The newsletter also showcased the maps produced by the Mission in collaboration with MESP, as well as the most recent evaluations uploaded to DEC such as the JLGf final performance evaluation, and as usual details on MESP's upcoming events such as the 2017 M&E Apprenticeship program. Q4 newsletter was sent to 155 subscribers with 89.7 percent successful deliveries, with a 25.2 percent open rate (140 opens) from viewers in Egypt, USA, Jordan, and more.

Overall, rate recipients of the newsletter opened the last two MEL Matters newsletter was between 25-30 percent. While this is above the industry standard of 19.79 percent, MESP strives to increase this rate by tailoring the Newsletter to IP interests. As mentioned in the IP assessment section above, MESP included a number of questions related to the MEL Matters newsletter to get more insights if IPs are receiving the newsletter and whether they think the content is useful and what other topics they would

like to see featured in the newsletter. Overall, IPs thought the newsletter was useful and interesting, most IPs mentioned they would like to know more about MEL related work other IPs are doing. Moving forward, MESP will seek to collect and integrate this information in the MEL Newsletter. MESP will also explore other ways to improve the content of the newsletter to match the interests and effectively inform the Jordan MEL community of events, resources, and other topics.

KaMP Competition Brochure

In support of the USAID/Jordan KaMP competition, and at the request of PRO, MESP developed a KaMP competition brochure, which was forwarded by PRO to IPs while announcing the competition.

The brochure explained that the competition was being launched to encourage IPs' utilization of KaMP. In addition, the brochure explained the rules and timeframe of the first competition, where IPs competed to see who can upload the largest total number of resources during the competition timeframe. Click on the following link to view the full brochure, <https://jordankmpportal.com/resources/kamp-competition-brochure>.

KaMP Public Launch Material

On March 15, 2017 USAID/Jordan officially launched KaMP, the Jordan Development Knowledge Management Portal. The portal's name was changed its name from 'USAID/Jordan Knowledge Management Portal – KaMP' to 'Jordan Development Knowledge Management Portal – KaMP' to encourage development professionals from outside the USAID community browse, download, and upload documents.

MESP supported PRO in ensuring a smooth and efficient launch. Responding to PRO request MESP produced Arabic and English KaMP briefers that are suitable to the public and included a summary of what can be found on KaMP and how the general public and development professionals can benefit from it. KaMP briefers can be viewed; [Arabic/English](#).

MESP also supported PRO in drafting a press release for KaMP launch in English and Arabic, the press release was carried in a number of news platforms.

KaMP cards were updated to reflect the new branding, and 500 pens with KaMP name were produced for distribution to the public in order to support for the launch.

In addition, MESP produced a two-minute video, advertising KaMP and its features, which was also used in the public launch. The video was shared on USAID/Jordan Facebook page and USAID/Jordan YouTube channel. The video can be viewed: <https://youtu.be/x1nj7fPxQT4>.

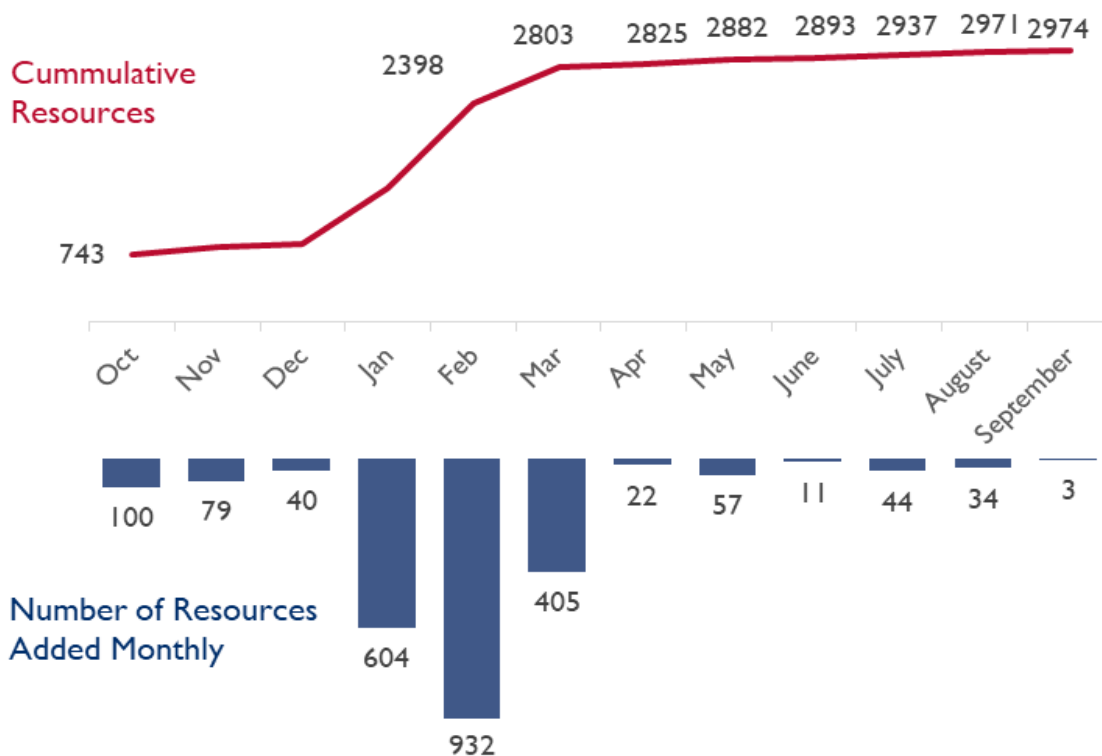
Knowledge Management Portal (KaMP)

In FY 2017, MESP's primary goal was to increase awareness and utilization of KaMP. To this end, between October 1, 2016 and February 5, 2017, MESP and the PRO conducted a KaMP competition among IPs to increase the number of resources on KaMP. The competition was a great success, with IPs collectively uploading 1400 resources to KaMP. For the competition, IPs were divided into three groups based on project size and duration. The winners included: JLGF, BEST, and CEPFS-IFES, and their success was celebrated through announcements on KaMP, in the MEL Newsletter, at the MEL conference, as well as through a breakfast at each IP's offices.

On March 15, 2017 USAID/Jordan officially launched KaMP, the Jordan Development Knowledge Management Portal, to further expand the reach of KaMP. The portal's name was changed from 'USAID/Jordan Knowledge Management Portal – KaMP' to 'Jordan Development Knowledge Management Portal – KaMP' to encourage development professionals from outside the USAID community to browse, download, and upload documents.

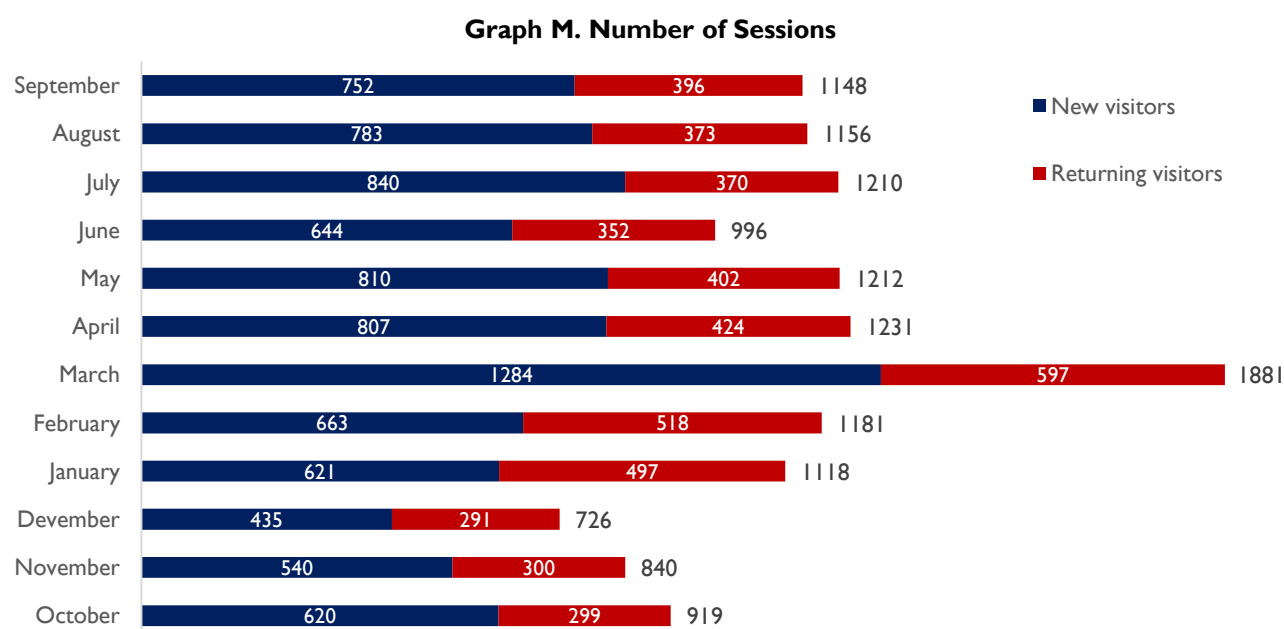
Overall, KaMP met its objectives this year by increasing the number of USAID active Activities to 29 (75% of active activities) and non-USAID partners by 24 organizations. Currently, there is now an even balance between USAID and non-USAID partners registered on the KaMP. In total, there are now 147 registered users, and the total resources as of the end of September is 2,974. This year, the average number of resources uploaded per month outside of the competition was 28, with September being far below average, and the lowest number of uploads this year. The majority of users who upload resources remain USAID partners and MESP. As a way to further understand user behavior with regards to uploading resources, MESP reached out to select IPs in August and September who have not recently uploaded any resources. Findings included that IPs did not have new content ready, did not have approval from their home office to upload new resources, a lack of staff because the project was closing, or they were reportedly too busy to upload.

Graph L. Cumulative and New Resources Uploaded to KaMP



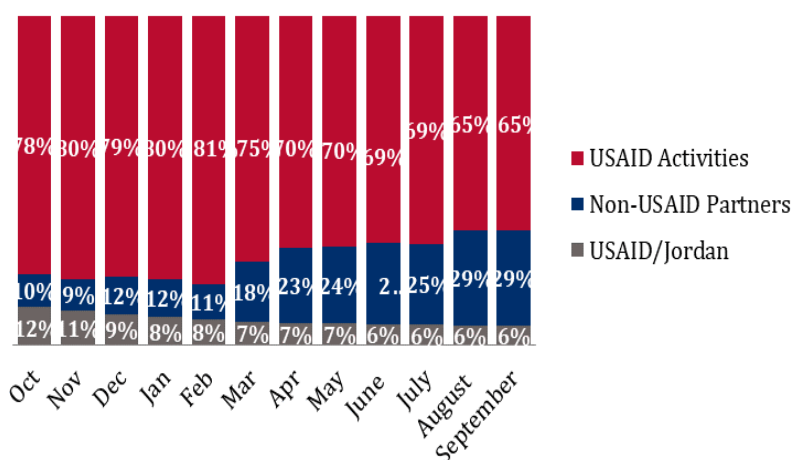
Despite low levels of new resources, overall traffic on the KaMP site, remained relatively stable overall, indicating continued interest in and use of the KaMP. KaMP traffic, measured by the number of sessions by new or returning visitors, increased from the beginning of FY2017 due to the competition and reached its highest after the public launch of KaMP (March 16, 2017). While not as high as during the public launch, the number of sessions remained relatively stable throughout the rest of the year. On average, since the public launch, visitors held 1,158 sessions per month, with 66 percent of sessions, on average, coming from new visitors.

During FY 2017, users who logged in naturally reached its highest in March during the competition, and then started to decrease gradually until the end of FY 2017. In September no one logged in, with the exception of the KaMP developer in MSI home office (uploading 3 large resources for USAID), which was not captured as a user log-in.



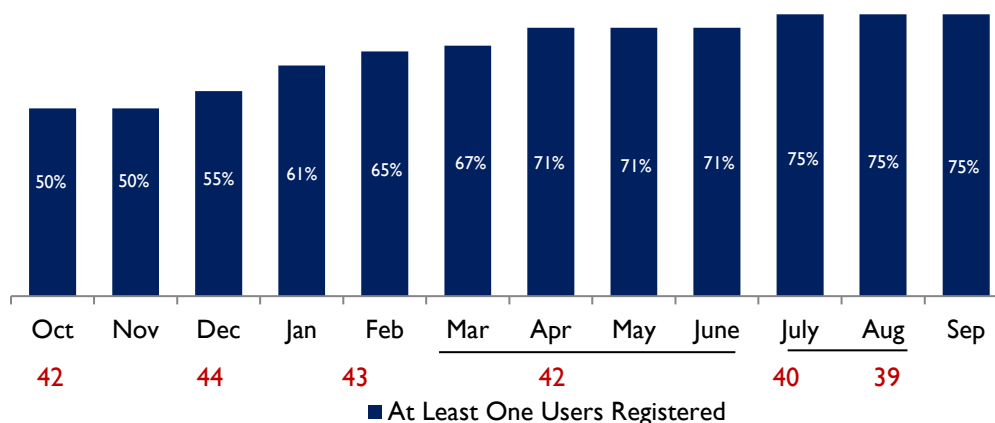
During FY 2017, non-USAID partners began to increase after the public launch of KaMP (March 16), though the majority of users remain a part of USAID activities. The number of users from USAID partners and non-USAID partners remained the same in Q4. Mirroring the increase in non-USAID users after the public launch of KaMP, the percentage of organizations registered on KaMP has increased. Currently, there is an even balance between USAID Activities and non-USAID partners registered on KaMP.

Graph N. Percentage of Users Registered by Organization Type



Within the USAID community, the proportion of USAID/Jordan active activities with at least one user registered remained high, at 75 percent, through Q4 of FY 2017. Primary activities to follow-up with include: CITIES, SKEP, SCHEP, HFG, and YWP, among others. (For a full list, please refer to the KaMP annual report that will be shared with the Mission in October 2017). After a review of the list of non-registered USAID activities, MESP recommends USAID to conduct a follow-up with those activities once they have progressed beyond the start-up phase of implementation.

Graph O. Percentage of Active USAID Activities Registered on KaMP

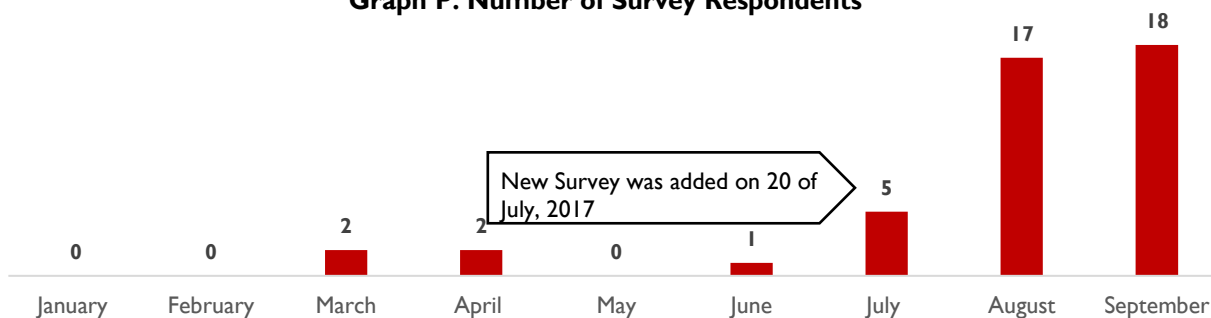


Overall, there are 147 registered users on KaMP. The majority of users who log in are USAID partners, and on average 7 percent of registered users logged-in during the year. On a monthly basis, between 4-15 percent of users logged in, with the highest number of log-ins reached in March, during the KaMP competition. Tracking log-ins are important as a user must log-in in order to upload resources on the KaMP, and the number of users logging in may help MESP and the Mission gauge the potential number of uploads that could occur. During follow-ups with IPs on KaMP utilization, MESP learned that it was typical for an organization to assign one-person to upload resources, which means the low percentage of log-ins may not necessarily reflect a low possibility of uploading to occur.

KaMP Learning

On July 20, MESP adopted a new methodology that has resulted in a higher number of respondents. The upgraded survey displays as a pop up (called a modal) on the home page of KaMP that appears on the first download of any resource and then every third download, as well as on every 15th search. After completing the survey, in addition to a thank you page, appears that links back to the most recent search (if they came from the search page) or to the resource which the users were viewing (if they received the survey prompt when downloading a resource).

Graph P. Number of Survey Respondents



As of FY 2017, 45 visitors responded to the survey, with two partially responding. As at the end of FY 2017, the overall perceptions of KaMP remain very positive, demonstrating KaMP users' satisfaction with KaMP, that it is useful, and meeting its objectives.

Additionally, in September, MESP began to probe further into user behavior and contacted users who stopped uploading after the competition. Part of the sustainability of KaMP will rely on users uploading new resources to ensure KaMP remains relevant and useful to its target audience. Overall, the primary department responsible for uploading the resources in those activities were M&E departments or communication departments. The barriers that MESP confronted during this process were: unanswered phone calls, people who say they will re-contact MESP and they never do, and users informing us that they will upload and they do not, even if MESP conducts additional follow-ups and reminders. To encourage greater uploading in the future, MESP will explore several strategies, both internal and external to increase the number of new resources on KaMP. Some of these strategies may include: uploading important resources from literature reviews for evaluations managed by MESP, expanding KaMP promotion activities to non-USAID partners, and encouraging registered users to upload.

As mentioned in relevant sections above, this year MESP also included questions in the Mission survey and IP assessment, to assess the usefulness of KaMP. Responses provided data on the below performance indicators tracked by MESP:

R 3.3 *Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to “My access to USAID M&E information including templates and tools is improved by access to the KaMP.”*

R 3.4 *Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to “My access to information related to the development sector in Jordan is improved by access to the KaMP.”*

Results show that 88.5 percent of respondents indicated that they ‘agree,’ or ‘strongly agree,’ that their access to USAID M&E information including templates and tools is improved by access to the KaMP. Also 84.6 percent of respondents indicated that they ‘agree,’ or ‘strongly agree,’ that their access to information related to the development sector in Jordan has improved by access to KaMP. The percentage reported is a positive indication of KaMP usefulness.

KaMP Promotion

During FY 2017, MESP and USAID widely promoted KaMP, most notably through the KaMP competition in early 2017, the public launch on March 15, 2017, producing a video on KaMP, MEL Matters Newsletter, links on email signatures, and through USAID or Activity events, such as the MEL Conference, and others. As seen in the dramatic increase in new resources and sessions, the competition proved an effective way to increase engagement in the short-term, and boost the number of resources on the KaMP. As a way of ensuring the continuous usage and sustainability of KaMP, MESP will expand its focus on KaMP promotion in FY2018. As a first step, in October, MESP will further promote KaMP outside the USAID community at the 6th Annual EvalMENA Conference held in Amman. MESP is also planning to reach out to registered local development organizations on the portal and encourage them to upload useful resources on KaMP. Furthermore, MESP will explore other USAID and non-USAID sponsored events at which MESP may be able to promote KaMP. One strategy to pilot may be to identify a few large events in the year, and work with the organizing to upload or feature resources related to the specific topic as a way to both support the event as well as promote the KaMP.

Lessons Learned

- In order to ensure the utilization of photos in various communications and reporting products, MESP updated to the events/workshops registration sheets template a signature column for the consent of photography and use of photos to be signed by participants.
- KaMP competitions proved an effective strategy to engage people on the KaMP, both in terms of visits and uploads, and continue strategies to promote KaMP, either through future competitions or other activities is needed.

OPTION 2

USAID/Jordan through MESP intends to build the Monitoring and Evaluation capacity of relevant stakeholders and potential development partner/s. As part of this exercise the MESP team conducted meetings with the University of Jordan and the Development Plans and Programs Department (DPPD) at the Ministry of Planning and International Cooperation (MoPIC).

MESP has conducted several meetings with MoPIC officials; May 29, June 6 and June 13, to explore the feasibility and relevance of M&E capacity building efforts. The DPPD team has expressed an interest in support for their efforts to implement the Executive Development Program (EDP_2016-2019). Specifically, they have requested a focus on Results-Based Management (RBM) within the EDP implementing entities such as (DPPD, line-ministries, governmental institutions, etc.). The purpose of these capacity building efforts would be to enable DPPD and key stakeholders to use RBM more efficiently to monitor and measure progress of the EDP implementation. MESP and USAID initially agreed to conduct a needs and feasibility assessment with the specific objective to:

- Identify capacity development demands in M&E and RBM and related topics through the analysis of target groups' needs.
- Assess the current institutional aspects of M&E and RBM in line-ministries' staff involved in the EDP and/or other relevant stakeholders.

Moreover and following the meeting that took place last quarter with the University of Jordan, MESP met with the Center of Strategic Studies to explore potential partnership to build CSS's capacity to implement evaluations, and to establish a high-level monitoring and/or evaluation course for CSS to offer as part of the center's specific diploma programs.

MESP has also proposed a number of initiatives under Option 2 which include the following:

- Third Round of Apprenticeship
- Tailoring, translation, and training in CLA Maturity Matrix Self-Assessment for IPs, USAID staff, and/ or other M&E firms
- Evaluation Management Capacity Building for EvalJordan, MoPIC, the Center for Strategic Studies (CSS), and/or private firms such as Consultus

Evaluation Management Capacity Building for external USAID stakeholders is proposed as an effort to build the capacity of the evaluation community in Jordan. USAID staff and IPs can also be integrated into the training. Capitalizing on MSI's expertise in this area, MESP will utilize and adapt existing MSI training materials. Pending approval, MESP will gauge the demand and tailor the training, MESP will conduct a short needs assessment prior to implementing the training. MESP will submit a concept note detailing the process and training content to PRO in Q1 FY2018.

MESP COLLABORATION, LEARNING, AND ADAPTATION (CLA) IMPLEMENTATION

In Year 4, MESP integrated CLA practices, concepts and approaches throughout its work plan, to further strengthen data utilization and management of the results feeding into the CDCS. MESP began the year by integrating CLA as a key theme of the 2017 MEL conference, and then capitalized on the presence of staff from the USAID PPL and LEARN contract to delve deeper into CLA through the CLA-self assessment process (detailed below). From these exercises, MESP began looking at CLA through a behavior change lens, and developed a simple CLA theory of change to structure and design its interventions. MESP's theory of change posits that if awareness around CLA is raised, stakeholders are empowered to implement CLA (through a combination of technical capacity strengthening, opportunities, and incentives to practice CLA) and stakeholders' enabling environment is supportive of CLA, then CLA practices will be strengthened and invigorated. Building off of this theory of change, as well as the learning from MESP's CLA self-assessment, MESP developed a CLA action plan that primarily focused on integrating CLA into existing work plan activities, though also introduced a few new key activities to enable MESP to realize its CLA goals and support CLA within the USAID/Jordan M&E community. Key accomplishments from the CLA Action Plan included:

- **Three CLA Case Competition submissions:** One from MESP and two were submitted on behalf of PRO, one of which was selected as a top-ten finalist. Topics included: Evaluation utilization (a finalist in the competition), KaMP, and the MEL Conference;
- **Strengthened informal relations with IPs** through a "happy hour" integrated into a Community of Practice session and informal drop-in sessions to strengthen relationships with IPs;

- **Evaluation utilization reviews** for CIS and JLGF to support learning; and
- Received approval on the concept of a **sectoral “pause and reflect” session** in the form of a collaborative portfolio review/data walk to be used for either the USAID EDE or PFH technical teams to be conducted in FY 2018.

As a result of the CLA self-assessment process mentioned above, MESP developed a CLA action plan to strengthen CLA practices within the USAID/Jordan community and further strengthen data utilization and management of results under the CDCS. Looking at CLA through a behavior change lens, MESP developed a simple CLA theory of change to structure and design its interventions. MESP’s theory of change posits that if awareness around CLA is raised, stakeholders are empowered to implement CLA (through a combination of technical capacity strengthening, opportunities, and incentives to practice CLA) and stakeholders’ enabling environment is supportive of CLA, then CLA practices will be strengthened and invigorated.

MESP’s CLA action plan is built and expands upon MESP’s current work plan, focusing on a range of activities designed for both USAID Mission staff and IPs. As a first step in raising awareness around CLA, IPs were encouraged to submit cases to the global USAID CLA Case Competition. Ultimately, MESP supported the PRO team to submit two cases, focusing on the co-generation of evaluation recommendations and the Jordan KaMP. MESP also submitted a case of its own centered on the 2017 MEL Conference and Expo.

Additionally, MESP began work in June on further integrating CLA within its training and capacity building activities, beginning with the AMELP workshop for IPs. MESP also integrated a CLA spotlight, raising awareness around the CLA Self-Assessment process and advertising MESP’s ability to facilitate this process for IPs in the MEL Matters Newsletter, which is scheduled for circulation in the first week of July.

Furthermore, MESP submitted a concept note to PRO in June to enhance learning across the EDE portfolio and strengthen the ability of USAID and IPs to realize DO 1 Objective, “broad-based inclusive economic development accelerated,” through a participatory “pause and reflect” session. This session would bring together both the EDE team and IPs in an interactive “data walk” to analyze existing data in a participatory manner, strengthen data utilization, and support the EDE portfolio review process. The concept was approved, and is planned to be implemented in FY 2018.

As detailed above, MESP will implement the agreed upon M&E tasks and conducted multiple exercises as part of its overall CLA approach.

Particularly related to the USAID/Jordan CLA case competition, a few lessons learned have emerged:

- The time required to develop, review, and submit high quality case studies was greater than expected. This ultimately limited the number of cases MESP was able to submit on PRO’s behalf and from MESP itself. Additionally, not enough time was set aside for PRO to adequately review case studies prior to submission. In the future, MESP will revise its timetable for this process to reflect this learning, and provide adequate time for necessary reviews by PRO.



Figure 2. USAID Collaborating, Learning and Adapting (CLA) Framework

MESP staff participated in MEL Conference sessions on CLA and the CLA self-assessment training of trainers, but greater understanding of individual CLA sub-components is needed and would strengthen the quality of future case completion submissions. While CLA sub-components are generally understood on a conceptual level, there are gaps in understanding around which practices within the MESP context (as well as the IP context) may relate to which sub-components. To address this, MESP will develop a list of practical examples of CLA sub-component practices within the MESP context to guide staff understanding of each sub-component. MESP will utilize examples provided by the PPL and USAID/LEARN contract during the MEL conference as a guide. If needed and useful, MESP may also consider developing a list of examples that directly relate to the Jordan IP/Activity context.

MANAGEMENT AND ADMINISTRATION

Organizational Conflicts of Interest (OCI)

During Q1 of this year, MSI HO updated the MESP OCI plan to reflect proposed actions for identified areas of OCI in future work, which was approved by the CO, and implemented in full.

End Use Audit

Following on the End-Use Review that was conducted last year by the Mission Contracting Office staff with MESP on the appropriate use of the Activity's commodities in accordance with the requirements of the underlying agreement, the following was implemented:

- MESP's Finance and Administration Manager continues to oversee the process of reviewing the asset list on a monthly basis, to ensure that each asset includes the required information as well as the relevant serial numbers, in addition to confirming that all new items are added to the asset list and recording the serial number will be recorded.
- In order to make sure that identified improvements to MESP procedures related to audit findings for its vehicles, training was provided to a newly hired driver on the updated vehicle log sheets, to ensure that the log sheets are completed correctly. In addition, MESP's COP and Finance and Administration Manager continue to review the vehicle log sheets weekly.

Subcontractors

MESP has continued to work closely with local subcontractor Integrated Solutions, who have a lead role in the design and implementation of the Apprenticeship Program. Integrated had also provided key support in the RAMP IE, JLGF, CEP performance evaluations, and is also supporting MESP with the BEST evaluation.

Mathematica worked closely with MESP on finalizing the evaluation design for the RAMP impact evaluation. Mathematica also worked on the instrument and data collection approach for the matching/verification exercise. The MESP team also worked with the Mathematica team to finalize the sampling, overall approach and tool development for the teacher observation and data collection. Furthermore, the subcontractor also developed the design report for the evaluation of the JSEP performance evaluation to be shared with MESP next quarter.

MESP has continued to work closely with DevResults. PRO and MESP are continually in discussion with the international subcontractor in regards to how the platform can further support IPs and Mission needs in reporting data. The first DevResults major visualization overhauls of the indicator targets vs. actuals graph, was launched during Q2.

MESP collaborated successfully with local subcontractor Mindset regarding data collection and support for the Takamol, and CEP mid-term evaluations as well as RAMP IE.

Administration and Procurement

MESP's Administration and Procurement/HR teams provided exceptional and essential support to a variety of high-profile deliverables over the course of the year without which the technical team could not achieve the continual high-quality of support required by the Mission. The support of these staff was especially critical during the rapid and high-pressure acceleration of procurement, budgeting, and recruitment efforts required in handling the logistics of the workshops and data collection of RAMP IE thus ensuring timely and smooth implementation.

The administration team organized a phone tree drill to ensure effective use whenever required. The Administration and Procurement/HR teams created a group on WhatsApp that includes all MESP LTTA staff. This group will be utilized to announce any emergency situations in addition to standard SMS.

In Q3 MESP organized and conducted the MEL conference, the administration and procurement team were responsible for managing the logistics as well as pre- and post-setup of the event. The procurement team worked closely with the team throughout the planning process.

The HR and procurement team played a vital role in managing the logistics of the workshops and data collection.

Personnel

Nikki Zimmerman and Addi Qatamin began working as MEL Specialists. Moreover, Muna Mansour joined as Program Assistant, providing support to the KaMP among other responsibilities; Muna Mufti, who graduated from the Apprenticeship program, has also joined MESP as MEL Officer to support internal MEL, communications, and other areas of work as required.

A dedicated GIS specialist Mr. Omar Bany Bakkar joined MESP in Q1 to provide expert advice and support for the Mission's mapping efforts.

In addition, Mr. Mohammad Da'as and Mohammad Jadallah joined MESP as a driver/logistics assistants, replacing Amer Zidan who recently joined MESP technical team as Evaluation Assistant.

CONSTRAINTS AND LIMITATIONS

Human Resource Constraints

No human resource constraints this fiscal year.

KEY PLANNED ACTIVITIES FOR THE COMING QUARTER

Training and Technical Assistance for the Mission

- Conduct the MSC workshop
- Technical Assistance for USAID PMP
- Review of any approved or draft AMELPs

Training and Technical Assistance for IPs

- Continue to conduct training workshops as per the MESP training schedule.
- Conduct the MSC workshop.
- Start planning process for a TOC workshop.
- Conclude phase two of the Apprenticeship Program.
- Conduct CoP sessions for IPs organized by DO.
- Share results of IP assessment of MESP technical assistance with PRO.
- Technical Assistance for IP AMELPs
- Review, discuss, and/or provide feedback to IP's in support of developing and enhancing AMELPs as needed.

Evaluations

- Finalize BEST performance evaluation design report, and begin data collection.
- Begin preparations for CITIES IE, and apply MICA in comparison municipalities.
- Begin General Population Survey field work.
- Begin RAMP impact evaluation baseline implementation including selecting final sample of schools, finalizing EGRA/EGMA tools and collecting data in all 240 schools.

Assessments, Studies and Surveys

- Initiate data collection and field work for the Economic Growth Assessment.
- Submit the draft of the Economic Growth assessment report and presentation for USAID.
- Establishment of Mission MIS/GIS

Produce GIS maps for the Mission.

- Support Mission in the upcoming Portfolio Review, to produce the indicator reports using automated spreadsheets and data visualizations.
- Conduct the AORs/CORs DevResults training.

MESP Deliverables

Finalize and share MESP budget and proposed realignment.

Revise and share MESP's AMELP.

Communications

- Finalize and release the fifth edition of MEL Matters Newsletter.
- Finalize and release the MEL Conference video
- Finalize and release the Apprenticeship 2 video.

Collaboration, Learning and Adaptation

- Continue to conduct monthly meetings with PRO.

ANNEX I: CUMULATIVE LIST OF MAJOR PROJECT DELIVERABLES

Deliverable Title	Deliverable Description/Comments	Status
MESP Year Two Annual Work plan	Description of Activities planned for the next fiscal year.	Approved
MESP Year Three Annual Work plan	Description of Activities planned for the next fiscal year.	Approved
MESP Year Four Annual Work plan	Description of Activities planned for the next fiscal year.	Approved
MESP Year Five Annual Work plan	Description of Activities planned for the next fiscal year.	In progress
MESP AMELP	Description of M&E-related processes, including metrics and targets.	Completed, Submitted
MESP revised AMELP	Description of M&E-related processes, including metrics and targets.	In progress
MESP Annual Report 2014	Narrative description of Activities conducted during the first year of implementation.	Approved
Quarterly Report: Q1 Oct-Dec 2015	Narrative description of Activities conducted during the Q1 of FY 2015.	Approved
Quarterly Report: Q2 Jan-Mar 2015	Narrative description of Activities conducted during the Q2 of FY 2015.	Approved
Quarterly Report: Q3 Apr-Jun 2015	Narrative description of Activities conducted during the Q3 of FY 2015.	Approved
MESP Annual Report 2015	Narrative description of Activities conducted during the second year of implementation.	Approved
Quarterly Report: Q1 Oct-Dec 2016	Narrative description of Activities conducted during the Q1 of FY 2016.	Approved
Quarterly Report: Q2 Jan-Mar 2016	Narrative description of Activities conducted during the Q2 of FY 2016.	Approved
Quarterly Report: Q3 Apr-Jun 2016	Narrative description of Activities conducted during the Q3 of FY 2016.	Approved
MESP Annual Report 2016	Narrative description of Activities conducted during the second year of implementation.	Approved
Quarterly Report: Q1 Oct-Dec 2017	Narrative description of Activities conducted during the Q1 of FY 2016.	Approved
Quarterly Report: Q2 Jan-Mar 2017	Narrative description of Activities conducted during the Q2 of FY 2016.	Submitted
Quarterly Report: Q3 Apr-Jun 2017	Narrative description of Activities conducted during the Q3 of FY 2016.	Submitted
MESP Annual Report 2017	Narrative description of Activities conducted during the second year of implementation.	Submitted

Deliverable Title	Deliverable Description/Comments	Status
MESP Project Profile	Short overview of MESP Purpose, activities, and Results in Mission's Project Profile template prepared and submitted for comments.	Completed, Subject to updates
R 1. Strengthened Availability of Mission-Required Performance Data		
Review of Revised DO PMP – EDY	Reviewed 13 PRS and provided recommendations on how to improve them.	Completed
Review of Revised DO PMP – EDE	Reviewed Results Framework and 17 PRS and provided recommendations on how to improve them.	Completed
Review of Revised DO PMP – WRE	Reviewed 15 PRS and provided recommendations on how to improve them.	Completed
Review of Revised DO PMP – Gender	Reviewed 12 PRS and provided recommendations on how to improve them.	Completed
Recommendations for Mission PMP based on CDCS revision – Health	Reviewed Results Framework and provided recommendations.	Completed
Results Framework Review – CEP	Developed new Results Framework and Indicators.	Completed
AMELP Review	UCYI; JCAP; RAMP; Takamol; CEP; CEPPS – IRI, IFES, NDI; CIS; SKEP; JSEP; BEST; ESCB; HRH 2030; NFE; WFD; SCHEP; WMI; FRPFM; JLGF; JCP; YWP; YP; HFG; CITIES	Provided
KaMP Security Review	Received USAID/Washington security approval.	Approved
KaMP Launch	MESP team populated the portal with resources and began promotional work among Mission and IP staff.	On-going
KaMP Development		On-going
DevResults	Implementation is proceeding according to DevResults work plan.	On-going
GIS Development and Support	Support provided to building the Mission GIS system, planning the collection of missing GIS data, creating maps, and developing training for IP staff on GIS requirements.	On-going
Sub R 1.2 Strengthened Capacity of Mission and IP Staff to Implement Mission PMP and AMELPs		
IP M&E Training Needs Assessment	Needs assessment survey conducted; data analyzed, and training plan developed (in Year 3 Work plan).	Completed
DQA Workshop for Mission Staff	Introductory workshop to discuss why DQAs are completed and how to conduct them with best practice.	None in Year 3
Introduction to AMELPs Workshop	Introductory workshop for IP staff to improve quality and standardize approach to producing AMELPs.	None in Year 3
Documenting PIRS and Preparation for DQA Workshop	Introductory workshop for IP staff to improve quality and standardize approach to producing PIRS.	None in Year 3

Deliverable Title	Deliverable Description/Comments	Status
Introduction to Activity MEL Plans and Documenting PIRS (AMELP/PIRS)	Introductory workshop for IP staff to improve quality and standardize approach to producing AMELPs and documenting PIRS.	Four sessions in Year 3
Developing/Selecting Performance Indicators	Orientation workshop for IP M&E and technical staff to the best practices in selecting performance indicators and mitigating challenges in implementation.	Three sessions in Year 3
Causal Logic/ Adaptive Management	Three-day workshop for Mission and IP staff	Five sessions in Year 4
Performance Monitoring Workshop	Four-day event conducted collaboratively by USAID and MESP with attendance by Mission, IPs and MESP to deepen skills in M&E.	None in Year 3
Preparing for Data Quality Assessment for IPs	Introductory workshop to discuss why DQAs are completed and how to prepare for them with best practice.	Two sessions in Year 4
Community of Practice Sessions	Sessions for IP M&E staff to share experiences and discuss an identified topic or theme.	Two sessions in Year 4
MEL Conference		Conducted
Apprenticeship		One in year 4
IP Quarterly Report Template	Template and guidance approved by the Mission and disseminated to IPs.	Approved
PIRS Template	Template and guidance approved by the Mission and disseminated to IPs.	Completed
AMELP Template	Template and guidance submitted to the Mission for review.	On-going
DQA Checklist	Checklist and guidance to support the DQA process.	Approved
R 2. Availability of Mission-Requested Evaluation Data Ensured		
PAP Final Performance Evaluation	The final report submitted and approved.	Approved
Youth Assessment	Youth Assessment Report dissemination event conducted; final report approved.	Approved
School Construction Assessment	School Construction Assessment conducted and preliminary summary final report approved.	Approved
Y4F Evaluation	The final report submitted and approved.	Approved
FRPII	The final report submitted and approved.	Approved
SHOPS Evaluation	The final report submitted and approved.	Approved
Civil Society Sector Assessment	The final report submitted and approved.	Approved
CIS Evaluation	The final report submitted and approved.	Approved
JLGF Evaluation	The final report submitted and approved.	Approved
DO4 Evaluation	The final report submitted and approved.	Approved

Deliverable Title	Deliverable Description/Comments	Status
CEP Evaluation	Revisions addressed and report submitted.	On-going
Takamol Evaluation	Revisions addressed and report submitted.	On-going
BEST Evaluation		On-going
RAMP Impact Evaluation	Design report, budget, data collection plan, workshops, data collection	On-going
CITIES Impact Evaluation		On-going
General Population Survey	Developing the survey tool and sample	On-going
Job Creation Assessment	The final report submitted.	On-going
Jordan Customs Department Assessment	The final report submitted and approved.	Approved
Draft Mission Learning Plan	Concept note for evaluations and DO level learning plan submitted.	On-going
Mission Evaluation Utilization Report	Draft report submitted, notes received and addressed.	On-going
R 3. Effective Communication of Selected Mission Results Implemented		
Youth Assessment Dissemination Event and communications products	Stakeholder Dissemination event and 150 printed communications products produced.	Completed
First Edition of MESP 'M&E Matters' Newsletter	Disseminated to Mission and IP staff.	Completed
Second Edition of MESP 'M&E Matters' Newsletter	Disseminated to Mission and IP staff.	Completed
Third Edition of MESP 'MEL Matters' Newsletter	Disseminated to Mission and IP staff.	Completed
Fourth Edition of MESP 'MEL Matters' Newsletter	Disseminated to Mission and IP staff.	Completed
Civil Society Sector Assessment infographics	Prepared and shared with the Mission.	Approved
MESP Info sheet	Developed and shared the MESP info sheet with the Mission and IPs.	Approved
KaMP Promotional Materials	Developed and shared the KaMP introduction, business cards, and Quick Guide.	Approved
KaMP Promotional Video	Developed and disseminated	Approved
Apprenticeship video	Developed and disseminated	Approved
USAID/ Jordan 2017 MEL Conference video	Developed and disseminated	In progress

ANNEX II: MESP M&E TECHNICAL SUPPORT TO ACTIVITIES TO DATE

Activities				M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017) FY2017 Q2 (Jan - Mar 2017) FY2017 Q3 (Apr - Jun 2017) FY2017 Q4 (Jul - Oct 2017)			Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	Active																		
WRE Sector	Community Based Initiatives for Water Demand Management (CBIWDM)																		
	Construction Management for the Upgrade of Mafrag Wastewater Treatment Plant																		
	Construction of Mafrag Wastewater Treatment Plant																		
	Construction of the North Shouneh Wastewater Treatment Plant																		

[illegible]

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Sustainable Environment and Economic Development (SEED)																
	Water Sector Infrastructure Project in Jordan (WSIP)																
	Water Innovations Technologies (WIT)																
EDE Sector	Jordan Competitiveness Program (JCP)																

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Energy Sector Capacity Building (ESCB)																
	Jordan Loan Guarantee Fund (JLGF)																
	USAID Local Enterprise Support Activity (LENS)																
	Jordan Fiscal Reform and Public Financial Management Project (FRPFM)																

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Workforce Development Activity (WFD)																
	Building Economic Sustainability through Tourism (BEST)																
	Sustainability Cultural Heritage Engagement Project (SCHEP)																
DRG Sector	Community Engagement Project (CEP)																
	Consortium for Elections and Political Process Strengthening (CEPPS)																

Activities		M&E Technical Assistance Area						Activity Participation										
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference	
	FY2017 Q2 (Jan - Mar 2017)																	
	FY2017 Q3 (Apr - Jun 2017)																	
	FY2017 Q4 (Jul - Oct 2017)																	
	USAID Civic Initiatives Support (CIS)																	
	Rule of Law and Public Accountability (ROLPAS)																	
	Cities Implementing Transparent, Innovative, and Effective Solutions (CITIES)																	
PFH	Jordan Communication, Advocacy, And Policy Project (J-CAP)																	

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Health, Finance, and Governance (HFG)																
	Human Resources for Health 2030 (HRH 2030)																
	Health Service Delivery Activity (HSD)																
EDY Sector	Cultivating Inclusive and Supportive Learning Environments in Jordan's Schools (CISLE)																

Activities		M&E Technical Assistance Area						Activity Participation										
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference	
	FY2017 Q2 (Jan - Mar 2017)																	
	FY2017 Q3 (Apr - Jun 2017)																	
	FY2017 Q4 (Jul - Oct 2017)																	
	Jordan School Expansion Project (JSEP)																	
	Learning Environment: Improved Infrastructure Program (LEIIP)																	
	Early Grade Reading and Math Project (RAMP)																	
	UNICEF Support for Child and Youth Initiatives in Jordan (UCYI)																	
	Youth with Potential (YWP)																	

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Youth Power (YP)																
	Schools for a Knowledge Economy Project - Architect and Engineering Services (SKEP)																
	Non-Formal Education (NFE)																
	UNOPS PIO Grant for Furnishing and Equipping USAID funded Schools																

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
Gender	USAID Jordan Gender Program (Takamol)																
Closed																	
PFH Sector	Strengthening Health Outcomes through the Private Sector (SHOPS)																
PFH Sector	Health Systems Strengthening II (HSSII)																
WRE	Institutional Support and Strengthening Program (ISSP)																

Activities		M&E Technical Assistance Area						Activity Participation										
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference	
	FY2017 Q2 (Jan - Mar 2017)																	
	FY2017 Q3 (Apr - Jun 2017)																	
	FY2017 Q4 (Jul - Oct 2017)																	
EDE Sector	Economic Growth Through Sustainable Tourism																	
	Fiscal Reform Project II Bridge (FRP II)																	
	Deployment of the National Inspection Reform Strategy (IFC)																	

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
EDY Sector	Bridge to Silicon Valley Project																
	Jordan School Construction and Rehabilitation Project																
	Learning Environment Technical Support (LETS)																
	National Early Grade Literacy and Numeracy Survey																

Activities		M&E Technical Assistance Area						Activity Participation									
	FY2017 Q1 (Oct - Dec 2017)	Hypothesis Development	Results Framework	Data Collection-Tools, Templates, Indicators	PIRS	Gender Integration	DevResults Support	AMELP/PIRS	Selecting Performance Indicators	Causal Logic/Adaptive Management	Data Visualization	Community Of Practice (CoP)	PM Workshop	DQA Workshop	GIS Training	DevResults Training	MEL Conference
	FY2017 Q2 (Jan - Mar 2017)																
	FY2017 Q3 (Apr - Jun 2017)																
	FY2017 Q4 (Jul - Oct 2017)																
	Youth Finance Program																
	Youth for the Future (Y4F)																

ANNEX III: MESP M&E TECHNICAL SUPPORT TO MISSION TO DATE

	FY2017 Q1 (Oct - Dec 2016)	Results Framework	Evaluation/ Assessment	DQA Implementation	Portfolio Review	GIS Support	Community of Practice	DevResults Workshop	Causal Logic/Adaptive management	PM Workshop	DQA Workshop	M&E Conference
	FY2017 Q2 (Jan - Mar 2017)											
	FY2017 Q3 (Apr - Jun 2017)											
	FY2017 Q4 (Jul - Sep 2017)											
Technical Office	EDY											
	WRE											
	EDE											
	PFH											
	DRG											
	Gender											
	PRO											

ANNEX IV: MESP PERFORMANCE DATA TABLE (PDT)

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
Ind-GL-01	Percent of surveyed Mission technical management staff reporting agreement that their utilization of M&E data to effectively assess progress towards achievement of the CDCS has improved since the last survey	Annually	On-line survey	88.2%	N/A	88.2%	75%	N/A	N/A	N/A	66.7%	80%	66.7%	80%	
Ind-GL-02	Percent of MESP-conducted evaluations/special studies that Mission staff reported they used to inform future programming	Ongoing	In-depth interview	0	N/A	N/A	100%	N/A	N/A	100%	100%	100%	100%	100%	Only JLGF included, as recommendations in CIS evaluation were not specifically addressed to USAID. And the relatively new AOR did not comment on utilization at the USAID level.
Ind-GL-03	Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five point Likert scale) to "My ability to use indicator data in decision-making has improved as a result of DevResults."	Annually	On-line survey	31.6%	N/A	N/A	30%	N/A	N/A	N/A	40%	80%	40%	80%	Results improved since FY2016 but remain below the target. According to the PRO, challenges hindered AORs/CORs from fully utilizing the system to generate accurate reports on IP indicator data, particularly during the PPR. Challenges included: indicators' coding, the need to use multiple screens when verifying data, and the ability of PITO to produce accurate reports due to issues with displaying secondary disaggregation.

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
I.1	Average rating of the availability of performance monitoring data that the surveyed mission staff need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)	Annually	On-line survey	5.2 (retroactive in same survey)	N/A	6.2	6.8	N/A	N/A	N/A	7.5	8	7.5	8	
I.2	Percent of required PMP Indicators being reported in DevResults on schedule	Quarterly	DevResults indicator review	0	N/A	16.7%	27%	33%	37%	33.1%	33%	39%	33%	85%	Results reflect the methodology traditionally utilizing the baseline of all potential indicators that should be reported against in a year. Upon approval, MESP will update this calculation and results to reflect only those indicators required to be reported in specific timeframes (quarterly, annual, semi-annual) as explained in the narrative above.
I.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults	Annually	On-line survey	52.6%	N/A	N/A	52.6%	N/A	N/A	N/A	60%	80%	60%	80%	Open ended responses
I.1.1	Number of AMEP revisions supported by MESP	Quarterly	Activity record review	0	13	19	21	9	3	2	2	No target	16	No target	Q4: YP, CITIES

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
I.1.2	Number of AMEPs submitted to or approved by the Mission improved by MESP support	Quarterly	Activity record review	0	0	7	2	1	0	0	0	No target	1	No target	.
I.1.3	Percent of Mission technical management staff who report that MESP technical review of AMEPs helped produce a better product	Annually	On-line survey	0	N/A	N/A	90.9%	N/A	N/A	N/A	80%	80%	80%	80%	
I.2.1	Percent of interviewed IP technical assistance recipients that report that MESP support helped them to implement targeted M&E tasks	Annually	In-depth Interviews	0	N/A	100%	100%	N/A	N/A	N/A	100%	75%	100%	75%	
I.2.2	Percent of interviewed IP staff that report that MESP training workshops were helpful for them in doing their job	Annually	In-depth Interviews	0	N/A	100%	84.6%	N/A	N/A	N/A	100%	80%	100%	80%	
I.2.3	Percent of surveyed Mission staff who report that MESP-developed tools helped them implement performance monitoring tasks	Annually	On-line Survey	0	N/A	88.9%	100%	N/A	N/A	N/A	100%	75%	100%	75%	

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
1.2.4	Percent of interviewed IP staff who report that MESP-developed tools helped them implement performance monitoring tasks	Annually	In-depth Interviews	0	N/A	93.3%	100%	N/A	N/A	N/A	100%	75%	100%	75%	
1.2.5	Number of person hours of training in Monitoring and/or Evaluation conducted by MESP	Annually	MESP training database	0	391	1241	476	199	616.5	362	371.5	612	1549	TBD	In part, the number of person hours of training was higher than targeted due to shifting the implementation of the Causal Logic training to FY2017. This figure does not include drop-in sessions or DevResults training.
1.2.6	Average rating by IP staff of their intent to implement relevant sections of the training workshops in their jobs (on a scale from 1 to 5, one being strongly disagree and five strongly agree)	Quarterly	MESP training evaluation forms	0	N/A	4.65	4.2	4.3	4.06	4.5	4.2	4	4.37	4	
1.2.7	Average rating by Mission staff of their intent to implement relevant sections of the training workshops in their jobs (on a scale from 1 to 5, one being strongly disagree and five strongly agree)	Quarterly	MESP training evaluation forms	0	N/A	4.5	N/A	N/A	N/A	N/A	N/A	4	N/A	4	

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
2.1	Percent of MESP-conducted evaluations/special studies where Mission staff reported that final reports provided all or most of the information required to perform the specified management purpose	Ongoing	Evaluation Utilization reviews	0	N/A	100%	100%	N/A	N/A	100%	N/A	100%	100%	100%	JLGF utilization review
2.2	Percent of evaluations/special studies implemented by MESP that Mission staff reported as delivered at the right time for them to meet the evaluation management purpose	Annually	Evaluation Utilization reviews	0	N/A	100%	100%	N/A	N/A	100%	N/A	100%	100%	100%	JLGF utilization review
2.3	Number of evaluations/special studies completed by MESP	Annually	Activity record review	0	2	3	4	1	1	0	0	No targets	2	No targets	DO4, JLGF
3.1	Percent of evaluations/special studies implemented by MESP that Mission staff reported that the final reports/communication products were effective in conveying intended messages	Quarterly	Evaluation Utilization reviews	0	N/A	100%	100%	N/A	N/A	100%	N/A	100%	100%	100%	JLGF utilization review

Indicator No.	Indicator	Frequency of Data Collection	Data Collection Method	Baseline	FY2014 Actuals	FY2015 Actuals	FY2016 Actuals	Q1 FY2017 Actuals	Q2 FY2017 Actuals	Q3 FY2017 Actuals	Q4 FY2017 Actuals	FY2017 Targets	FY2017 Actuals	LOP Targets	Comments for FY2017
3.2	Number of communications products produced and disseminated	Quarterly	Activity record review	0	0	12	11	5	9	4	1	10	19	TBD	2 MEL newsletters, 2 CIS evaluation 2-pager, MIS/GIS 2-pager, KaMP video, 2 KaMP guide, KaMP Arabic cards, KaMP Competition Brochure, Apprenticeship video, Apprenticeship FAQ, Arabic CSA report, Conference flyer, Conference Stickers, Conference report, 2 KaMP press release
3.3	Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to USAID M&E information including templates and tools is improved by access to the KaMP."	Quarterly	On-line Survey	0	0	0	N/A	N/A	N/A	N/A	88.5%	100%	88.5%	TBD	
3.4	Percent of surveyed users responding Agree/Strongly Agree (on a five point Likert scale) to "My access to information related to the development sector in Jordan is improved by access to the KaMP."	Quarterly	On-Line Survey	0	0	0	N/A	N/A	N/A	N/A	84.6%	100%	84.6%	TBD	

ANNEX V: DEVRESULTS MODIFICATIONS

Below are the data modifications and revisions on DevResults done by MESP during year 4.

DevResults Data Modifications			
No.	Indicator	Modification	Status
I.1	Average rating of the availability of performance monitoring data that the surveyed mission staff need to do their job (on a scale from 1 to 10, one being no available data and ten being data is readily available)	Returned result back to quarterly to avoid mix up	Pending
I.1.5	Percent of Mission technical management staff who report that MESP technical review of AMELPs helped produce a better product	Returned result back to quarterly to avoid mix up	Pending
In-GL-03	Percent of surveyed Mission technical management staff responding agree/strongly agree (on a five point Likert scale) to "My ability of use indicator data in decision-making has improved as a result of DevResults."	Returned result back to quarterly to avoid mix up	Pending
I.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults	Returned result back to quarterly to avoid mix up	Pending
I.2.1	Percent of interviewed IP technical assistance recipients that report that MESP support helped them to implement targeted M&E tasks	Returned result back to quarterly to avoid mix up	Pending
I.2.5	Number of person-hours of training in Monitoring and/or Evaluation conducted by MESP	Modified value for Q4 FY2016 to 56	Pending
I.1.6	Number of tools developed/revised to strengthen M&E systems	Modified value for Q3 FY2016	Pending
2.4	Number of evaluations/special studies completed by MESP	Modified the value to 4 in FY2016	Pending
I.1.4	Number of AMELPs submitted to or approved by the Mission improved by MESP support	Miscalculation. Revised in DR	Pending
I.1.1	Average score (out of 5) of reviewed AMELPs on AMELP checklist	Indicator deleted	Approved
I.2.8	Percent of ongoing Activities with at least one staff person trained on DevResults	Indicator deleted	Approved
I.1.2	Number of Mission-level performance indicator reviews/consultations by MESP as requested by the Mission	Delete indicator	Approved
I.1.6	Number of tools developed/revised to strengthen M&E systems	Delete indicator	Approved

DevResults Data Modifications			
No.	Indicator	Modification	Status
1.1.7	Number of baseline studies supported by MESP	Delete indicator	Approved
2.2	Average score (out of 10) of Evaluation reports produced by MESP on USAID Evaluation Report Checklist	Indicator deleted	Approved
1.2.5	Percent of Mission technical management staff who report that MESP technical review of AMELPs helped produce a better product	Fixed the formula in DevResults	Approved
1.3	Percent of surveyed Mission technical management staff who agree that IP indicator data is more available as a result of DevResults	Fixed the formula in DevResults	Approved